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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

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Date: 19th January 2018

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **The Chamber, County Hall, Rhadyr, Usk, NP15 1GA** on **Friday, 26th January, 2018** at **10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

	Pages
1	Declarations of Interest.
2	Apologies for Absence.
To approve and sign the following minutes: -	
3	Gwent Police and Crime Panel meeting held on 22nd December 2017. 1 - 8
4	Draft Joint Engagement and Communications Strategy 2018 - 2022. 9 - 26
5	Police and Crime Commissioner Performance Monitoring Processes. 27 - 54
6	Police and Crime Commissioner for Gwent's Budget Requirement and Council Tax Precept Proposal 2018/19. 55 - 98
7	Forward Work Programme. 99 - 100

MEMBERSHIP:

Councillor Stewart Healy, Blaenau Gwent County Borough Council
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Gez Kirby, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Matthew Ford, Torfaen County Borough Council
Councillor Mike Jeremiah, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council
Councillor Tony Easson, Monmouthshire County Council

Councillor John Guy, Newport City Council
Councillor William Routley, Newport City Council
Councillor Jason Jordan, Newport City Council

Co-opted Members- Mrs G. Howells and Mr P. Nuttall

By Invitation

Mrs S. Curley, Office of the Gwent Police and Crime Commissioner
Mr D. Garwood-Pask, Office of the Gwent Police and Crime Commissioner
Mr J. Cuthbert, Office of the Gwent Police and Crime Commissioner
Ms E. Thomas, Office of the Gwent Police and Crime Commissioner

And Appropriate Officers.

Gwent Police
and Crime Panel

Panel Heddlu
Gwent a Throseddu

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT COUNTY HALL, RHADYR, USK ON FRIDAY 22ND DECEMBER 2017 AT 10AM

Present:

Councillor J. Guy – Chair
Mrs G. Howells – Vice Chair

Councillor S. Healy – Blaenau Gwent County Borough Council
Councillors Mrs C. Forehead and C. Mann - Caerphilly County Borough Council
Councillors P. Clarke and T. Easson – Monmouthshire County Borough Council
Councillors J. Jordan and W. Routley – Newport County Borough Council
Mr P Nuttall - Co-opted Member

By invitation:

Mr J. Cuthbert- Police and Crime Commissioner for Gwent
Ms E. Thomas – Deputy Police and Crime Commissioner for Gwent
Mrs S. Curley – Chief of Staff, Office of the Police and Crime Commissioner for Gwent
Mr D. Garwood-Pask – Chief Finance Officer, Office of the Gwent Police and Crime Commissioner for Gwent
Mr J. Williams – Chief Constable, Gwent Police
Mrs P. Kelly - Deputy Chief Constable, Gwent Police

Together with:

Mrs C. Forbes - Thompson (Interim Head of Democratic Services) and Ms C. Evans (Committee Services Officer).

1. DECLARATIONS OF INTEREST

Councillor J. Guy wished it be noted that he is the Treasurer of both Newport and Gwent Neighbourhood Watch Associations and the Chair of Gwent NARPO Association.

Mr P. Nuttall wished it be noted that he is a trustee of the Bridge to Cross Charitable Trust.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs L. Winnett (Blaenau Gwent County Borough Council), G. Kirby (Caerphilly County Borough Council), M. Ford and M. Jeremiah (Torfaen County Borough Council).

3. MINUTES – 15TH SEPTEMBER 2017

RESOLVED that the minutes of the Gwent Police and Crime Panel meeting held on 15th September 2017 (minute no. 1 - 14) be approved as a correct record.

4. VERBAL UPDATE BY THE POLICE AND CRIME COMMISSIONER FOR GWENT

Mr J. Cuthbert, Police and Crime Commissioner for Gwent provided the Panel with an update for December 2017.

The Panel noted that on 27th November 2017, the 5 week consultation was launched, which is due to end on 7th January 2018 and seeks the views of residents and business owners of Gwent on the minimum proposed precept increase of 3.99%. A number of community events are to be attended by staff from the OPCC, feedback from which will be included in the report to the Panel, which will be presented at the meeting in January.

The Commissioner detailed the work undertaken under Priority 1- Crime Prevention, which included Adverse Childhood Experiences (ACEs). The Panel noted that earlier in 2017, a collaborative bid was submitted to the national Police Transformation Fund (PTF) between Gwent, South Wales, North Wales and Dyfed Powys OPCCs, Police Services and Public Health Wales to enable the design and implementation of a range of initiatives to tackle the issues linked to ACEs within each region. The bid was successful and approximately £6.8m has been awarded to the Wales collaboration for a 3 year period. A workshop was held in November in order to raise awareness across partners of the All Wales ACE Programme and current issues were explored and outcomes are being considered. It was noted that Super Intendent Mike Richards has been assigned as the local lead on the project.

Under Priority 2 – Supporting Victims, it was noted that the Commissioner has been appointed as the lead for Welsh Police and Crime Commissioners at the All Wales Anti-Trafficking Leadership Group and provides an update to the UK Police and Crime Commissioner Modern Slavery Network that monitors how all Commissioners in England and Wales hold Chief Constables to account regarding implementation of the objectives under Modern Slavery and Human Trafficking Police Transformation Fund (PTF). This approach aims to drive consistency of modern slavery approaches within policing, whilst providing clear oversight of areas of development by the Welsh Government leadership group which includes representatives from the Criminal Justice System and partners. It was noted that there has been some exemplary work undertaken, and Wales are ahead of many in UK and Europe.

The Panel were pleased to note the developments undertaken in this area, particularly with sign posting and educating employers and the work with victims. The Chief Constable also invited the Panel to attend and observe the National Threat Group, which meets on a quarterly basis and is in the early stages of development but aims to protect victims of trafficking and develop methods of support.

The Commissioner provided an update under Priority 3 – Community Cohesion, which included an initiative “Mini Police/Heddlu Bach”, which was launched in October in Gwent. The OPCC worked with colleagues at both Durham and Gwent Police to introduce the initiative in Gwent. The scheme is the first of its kind in Wales and follows an engagement Programme created and developed by Durham Police for children ages between 9 and 11 years. The Panel noted that 3 schools in Newport were selected to pilot the scheme, and the pupils self-nominated to become “Mini Officers” and took part in an application process and in some cases an interview. During the course of a year, there will be a number of training opportunities and the initiative will provide a real taste of policing for children at an early age and add value to the already well-established Gwent Police Volunteer Police Cadets programme. Early feedback has indicated that the programme has been successful and it is hoped that, with additional funding, the programme can be rolled out across Gwent.

The Panel were pleased to note the progress with the initiative and were hopeful that the programme could be rolled out across Gwent.

Under Priority 4 – Tackling Anti-Social Behaviour, and noted the work undertaken to tackle Community Concerns. In response to concerns raised from residents around substance misuse and anti-social behaviour in the Upper Rhymney Valley, a meeting was held with police and partners to explore how the issue can be tackled. The Panel noted that the

meeting was a constructive step towards better communication between all the parties and the community involved. An agreement to work together was established, along with a plan for joint working arrangements, a community event and regular updates are to be provided to the community on the progress being made against the concerns.

The Chief of Staff provided the Panel with an update on Priority 5 – Effective and Efficient Service Delivery, with reference to the General Data Protection Regulations (GDPR) and Legitimacy Scrutiny Panel (LSP). The Panel noted that, in order to comply with the GDPR and in readiness for the May 2018 implementation date, a review of the Records Management Policy and Records Retention Schedule is currently underway. In addition, a data mapping exercise has been undertaken and a document completed detailing the location of all personal information held. The Panel also noted that the Information Officer is also now attending force GDPR/ Law Enforcement Directive implementation meetings.

In reference to the Legitimacy Scrutiny Panel, it was noted that under the Police and Criminal Evidence Act (PACE), the Commissioner has arrangements in place with the Chief Constable for members of the public to review stop and search records. This allows independent scrutiny of the way the police use their powers and helps provide public assurance that the powers are being used effectively and legitimately. The OPCC has undertaken this process for a number of years through the Stop and Search Dip Sample Group, comprised of members of the Independent Advisory Group (IAG) and co-ordinated by the OPCC Policy Officer responsible for equality and diversity.

The Commissioner discussed his Key Achievements and the Panel noted that meetings with the Cabinet Secretary at Welsh Government are undertaken regularly and in October and November, the Commissioner met with the Cabinet Secretary for Economy and Infrastructure and discussed Business and Cyber Crime, Economic Growth and Development and Challenges in Policing. The Commissioner met with the Cabinet Secretary for Health and Social Services to discuss topics including the All Wales School Liaison Programme. The Commissioner has also met with the Cabinet Secretary for Communities and Children and the Minister for Social Services and Public Health in a joint meeting. Discussions included the Mental Health Crisis Care Concordat, Substance Misuse, Funding for Violence Against Women, Domestic Abuse and Sexual Violence Services and Cyber Crime.

The Commissioner also took the opportunity to pay tribute to the life and work of Assembly Member, Carl Sargent, who's passing was a terrible shock and loss to many. Thoughts and deepest sympathies go out to his family and friends.

The Deputy Commissioner provided the Panel with an update on the Welsh Language Standards. It was noted that the OPCC has continued to correspond with the Welsh Language Commissioner's office regarding challenges submitted against a selection of the Standards for both March and September 2017 compliance dates. This has been a positive engagement process, the outcome of which is anticipated in January 2018. Work continues to ensure that the OPCC is compliant with the Standards within any extended timescales as a result of the outcomes of the challenge process.

The Panel noted that an Independent Police Complaints Commission Seminar on 'Near Misses in Police Custody' was hosted by the OPCC in October 2017. Detailed examples were provided of 'Near Miss' incidents within force areas and specific improvements that had been made as a result were also detailed. The Operations Manager from the IPCC addressed themes within custody departments and relayed suggestions that IPCC have made to improve systems and processes, which have led to 'quick win' improvements in detainee care and also in relation to preserving evidence in order that near misses can be investigated quickly. The panel also addressed questions or concerns raised by the delegates in relation to their custody departments. This has caught the public interest and has been showcased via the media and shared by the Independent Custody Visiting Association (ICVA) as best practice.

Finally, the Commissioner provided an update on the change to the Partnership fund. Since the last meeting, the Panel noted that, through workshops and meetings with officers and staff of appropriate ranks within Gwent Police, the process by which this will be undertaken has been refined. Gwent Police Procurement Department will also review the proposed arrangements. It is envisaged that, once this has been completed, the commissioner will be in a position to approve the new arrangements so that full details can be shared with panel members and the public.

The Gwent Police and Crime Panel thanked the Commissioner, Deputy Commissioner and Chief Constable for the detailed update and a member raised a query around performance data and demonstrating qualitative performance information. It was noted that a Performance Group has been established, which aims to address this.

5. GWENT POLICE AND CRIME PANEL WEBCASTING MEETINGS

The report sought the views of the Panel on the current webcasting arrangements, following the first year of webcasting meetings at Monmouthshire County Borough Council.

At its meeting in September 2016, the Panel agreed to webcast future meetings, and, having consideration for the webcasting systems currently in place across the 5 Gwent Local Authorities, it was agreed that, due to the cost implications associated with the use of the bespoke systems in the other 4 Local Authorities, the Panel would webcast meetings from Monmouthshire Council through the use of YouTube, and review after 12 months.

Since the introduction of webcasting, the Panel has webcast 5 meetings, the exception was a special meeting in which there was no meeting room available at Monmouthshire for the required date.

The report detailed the number of views per webcast, and in having consideration for this, the report recommended that, should webcasting continue, all meetings would remain at Monmouthshire Council.

The Panel were asked to consider 2 options, to continue to webcast meetings that are open to the public at Monmouthshire County Hall, or to discontinue webcasting and resume holding meetings across all 5 Gwent local authorities.

Following consideration and discussion, the Gwent Police and Crime Panel agreed to endorse option 1 and continue to webcast open meetings from Monmouthshire County Hall for a further 12 months, at which point it would be reviewed. By a show of hands this was unanimously agreed.

6. GWENT POLICE AND CRIME PANEL COMPLAINTS

The report provided Members of the Panel with an overview of the complaints received by the Panel for the period from November 2016 to November 2017. In addition the report detailed the Home Office response to the consultation on Complaints about Police and Crime Commissioners.

The Panel noted that the total number of complaints received from November 2016 to November 2017 was 3, of which 2 were determined as complaints and, following investigation, 1 was for no further action and the other is awaiting the outcome of External Police Force investigation. The third was determined as a Conduct Matter, which was referred to the IPCC. Other complaints were received during the period, which were complaints against the Police and were referred accordingly. Following analysis, officers explained that there were no trends identified or areas of concern however monitoring will continue.

In addition, the consultation response in respect of the December 2015 consultation paper on proposals to create a more transparent and easily understood complaints system for non-serious complaints made against PCCs was appended to the report. It was noted that the consultation response indicated that the Government intends to make changes, which include clarifying, through non- statutory guidance, what constitutes a complaint, using the Nolan Principles to set out the expected level of conduct. In addition, Sector-led guidance will be made available for both Panels and the force on handling vexatious complaints and the Panel will receive greater powers of investigation to seek evidence pertinent to a complaint, through the appointment of an independent investigator.

The Panel thanked the Officer for the report and discussion ensued.

A Panel Member sought assurance that, where there had been some unacceptable delays, which were highlighted as a result of investigation, that this issue would be resolved. The OPCC assured the Panel that, with the implementation of a new complaints handling process, low level complaints would be dealt with in a timely manner.

Following consideration and discussion, it was moved and seconded that the recommendations within the report be endorsed. By a show of hands, this was unanimously agreed.

RESOLVED that, for the reasons contained in the Officers report: -

- (i) The information provided in relation to complaints be noted;
- (ii) The complaints form, as appended to the report at appendix 2, be endorsed.

7. ESTATE STRATEGY FOR GWENT POLICE

The Panel were presented with the Estate's Strategy, which demonstrated that the Commissioner and Chief Constable are committed to delivering a modern and effective policing service that utilises new technology and up-to-date working practices to safeguard and reassure the public.

The nature of policing is changing and the Office of the Police and Crime Commissioner (OPCC) for Gwent and Gwent Police need to be well placed to respond on a national as well as a local level. This is set out in the priorities in the Delivering a Safer Gwent Police and Crime Plan 2017-2021 and the responsibilities detailed within the national Strategic Policing Requirement. In addition, the sustainability of the police estate is important with regards to reassuring the public and supports the key goals highlighted in the Wellbeing of Future Generations (Wales) Act.

It was noted that, in order to support operational service delivery, the OPCC and Gwent Police require an estate that is fit for purpose. This strategy seeks to provide an assessment of the current estate against the policing and public requirements. It outlines the vision for the estate and sets the objectives and direction for its future.

The report detailed that the primary objectives of the strategy are to provide an estate which provides a citizen focussed policing service, supports operational policing requirements, demonstrates value for money and is designed for the future.

The Panel noted that Gwent Police require a Headquarters facility which delivers corporate functions and central front line services, such as the control room, along with the support and management functions, that is fit for purpose and can support collaborative working and interoperable services.

The Commissioner provided the Panel with details of Local Policing provision, which comprised mostly of the existing estate and recognisable policing premises. A review of the local policing locations ensures that community need, as well as operational suitability, is at the forefront of estate decisions. As a result, the model for Local Policing delivery is required to reflect the analysis and principles for service delivery to be maintained and improved. The report detailed that this would be achieved through the implementation of a 'Hub and Spoke model' for Local Policing.

The Commissioner provided an overview of the concept of a Hub and the Panel noted that policing 'Hubs' would be introduced at key strategic road networks, enabling effective response to emergency and priority calls, tackling threat, harm and risk. The 'Spoke' element represents neighbourhood resources with suitable locations for engagement opportunities.

The Panel thanked the Commissioner for the detailed report and discussion ensued.

A Panel Member, in considering the detailed strategy sought reassurance that there would not be a reduction in manned police stations across Gwent. The Commissioner explained that, whilst all options are being considered, which include shared premises with other emergency services or the voluntary sector in order to provide fit for purpose premises, there are no immediate plans to close stations across Gwent.

Discussions ensued around the new Headquarters and assurances were sought that there would be sufficient space within the new premises to accommodate and provide an efficient space for the Control Room. Members were assured that the design of the new building has been carefully considered and all departments will be provided with an environment that is fit for purpose.

The Panel considered the proposal to introduce Hubs, and further information was sought on locations, with particular concern for the works underway on the M4 relief road. The Commissioner explained that the locations would be considered from an operational perspective and the issues with the road works have been carefully considered along with the impact.

The Gwent Police and Crime Panel thanked the Commissioner for the detailed report and noted its content.

8. PRESENTATION ON FINANCE STRATEGY 2018/19 TO 2022/23

The Chief Constable introduced the item with a presentation on Understanding, identifying and dealing with current and emerging demand in order to protect and reassure our Communities.

The Panel noted the links to the Policing Vision 2025 and the implications that the change in crime has had on resources, as well as the increase in traditional crime. It was noted that there has been an increase in overall crime of 12.6% between 2015/16 and 2016/17 and 2015 there has been a significant rise in crime and incident demand, with a change in complexity of crime and a need to identify hidden crime. As a result of technological developments, new opportunities for crime have arisen, along with an increase in vulnerability, in particular for cyber crime.

The Panel noted that there is an emerging demand for specialist uniformed operations and a need to balance focus on uniform and detective resource. The presentation highlighted the potential risk of removal of Community Support Officer funding and the implications this would have on the community and force.

The Panel thanked the Chief Constable for the presentation and the Chair invited the Chief Finance Officer to deliver his presentation

The Chief Finance Officer provided the Panel with a detailed presentation outlining the Financial Strategy, which included details of the funding and expenditure, as well as details of the efficiency measures, performance, external influences, economy and financial risks and opportunities. The Panel noted the proposal for a indicative 3.99% precept increase in 2018/19 and that the recurrent deficit by 2022/23 currently amounts to £10.9m.

The Panel noted the implications to the Medium Term Financial Plan, with consideration for the precept, as well as efficiency measures and a detailed overview was provided of the Capital Programme for 2018/19, which highlighted that £15.5m is allocated to the Estate, £5.3m to non-Capital long term funded projects, as well as forecast commitments to Fleet, ICT and other Capital expenditure.

The Panel thanked the Finance Officer for the report and discussion ensued.

A Member, in noting the future policing of Gwent and decriminalisation of Parking, highlighted that the Public perception could be that the Police are doing less and asking for more money in terms of the precept and what communications strategies are in place in order to keep the public informed and understanding modern policing. The Commissioner agreed that communication is paramount and consideration needs to be given to the culture change and to get messages out there. It is important to be honest and transparent and, with current pressures, a review of the Corporate Communications team is underway, the aim of which is to provide a balance and value for money.

A Member raised a query in relation to the impact of Brexit on the Policing Budgets. The Chief Finance Officer explained that although the financial strategy highlights the risk, it is still an unknown and therefore difficult to determine at present. The implications are for all public services, however we plan for the worst, and hope for the best.

The Panel thanked the OPCC for the detailed and transparent reports and noted the content.

9. FORWARD WORK PROGRAMME

The Panel noted the draft Forward Work Programme, which outlined future reports and meeting dates of the Gwent Police and Crime Panel. Members discussed additional reports and Officers agreed to make the relevant amendments.

The meeting closed 12.47 pm.

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FINAL DRAFT
Joint Engagement and Communications
Strategy 2018 - 2022

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We welcome your comments and suggestions on the content of this strategy. To provide feedback, or request an alternative format, please contact us at:

The Office of the Police and Crime Commissioner for Gwent
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1. Executive Summary

Good engagement and effective communications are essential to ensuring that the public and other stakeholders have an effective say in how their communities are policed whilst understanding the challenges of modern policing.

This strategy sets out how the Police and Crime Commissioner (PCC), his office (OPCC) and Gwent Police intend to communicate and engage with communities and key stakeholders across the county, regionally and on a national level. It will demonstrate how effective communication and engagement can:

- increase / enhance public confidence and victim satisfaction;
- help to achieve our organisational objectives;
- engage effectively with members of the public including the vulnerable, victims of crime, community groups, those citizens which are seldom heard and other strategic partners;
- inform the public as to how they might be involved in preventing incidents;
- raise the profile of the PCC, OPCC, Gwent Police and demonstrate the success, value and impact of their work;
- enable people to understand what we do and have a say in how we do it;
- provide invaluable sources of intelligence; and
- assist the PCC in holding the Chief Constable to account.

It details the key objectives for engagement and communications to be delivered over the coming years in line with the police and crime priorities for Gwent. These are:

- Crime Prevention;
- Supporting Victims;
- Community Cohesion;
- Tackling Anti-Social Behaviour;
- Effective Service Delivery.

These priorities will provide the strategic direction for policing and crime services in Gwent from 2018 to 2022.

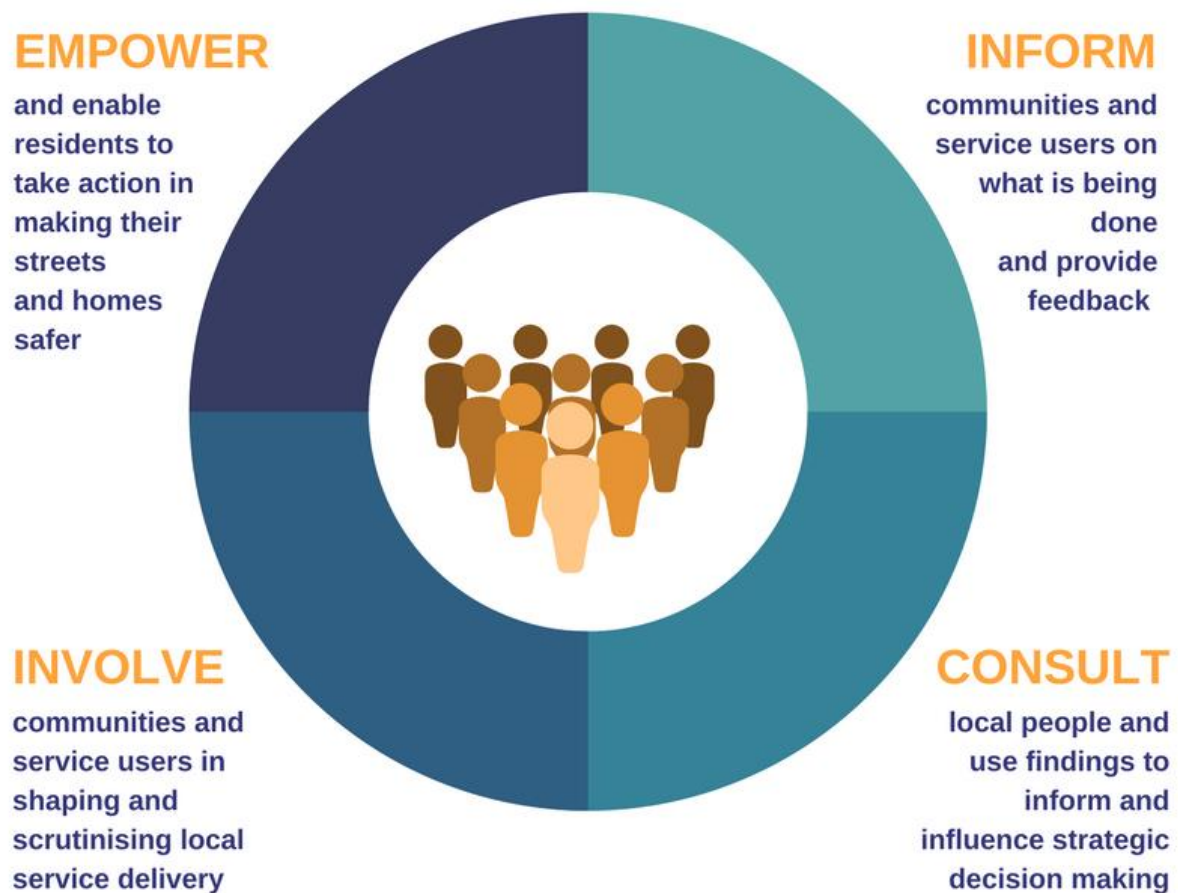
2. Introduction

The PCC, through the Police and Crime Plan, has set out his vision for a Gwent which has confidence in its police service and whose residents feel safe in their communities. A well informed community is more likely to have increased trust and confidence and will support measures and initiatives which seek to reduce crime and Anti-Social Behaviour (ASB). Equally, by giving the public and stakeholders a genuine opportunity to shape and influence policing and community safety priorities, service delivery will improve.

The strategy is interdependent on a range of other plans, strategies and activities which include:

- PCC Safer Gwent Police and Crime Plan 2017 - 2021;
- Gwent Police Force Delivery Plan;
- Safer Gwent Strategic Assessment of Community Safety in Gwent;
- Police Reform and Social Responsibility Act 2011 (PRSRA);
- Gwent Police Digital Strategy;
- Joint Strategic Equality Plan;
- Well-Being of Future Generations (Wales) Act 2015 (WBFGA);
- National Police Chief's Council (NPCC) Child Centred Policing Strategy;
- Wellbeing & Vulnerability Strategy;
- The national Code of Ethics for policing which defines how all officers and staff should interact with the public and one another.

Progress towards achieving the objectives in this strategy will be monitored through the production of two annual reports (one by the OPCC and one by Gwent Police), both of which will be supported by the following four part model:

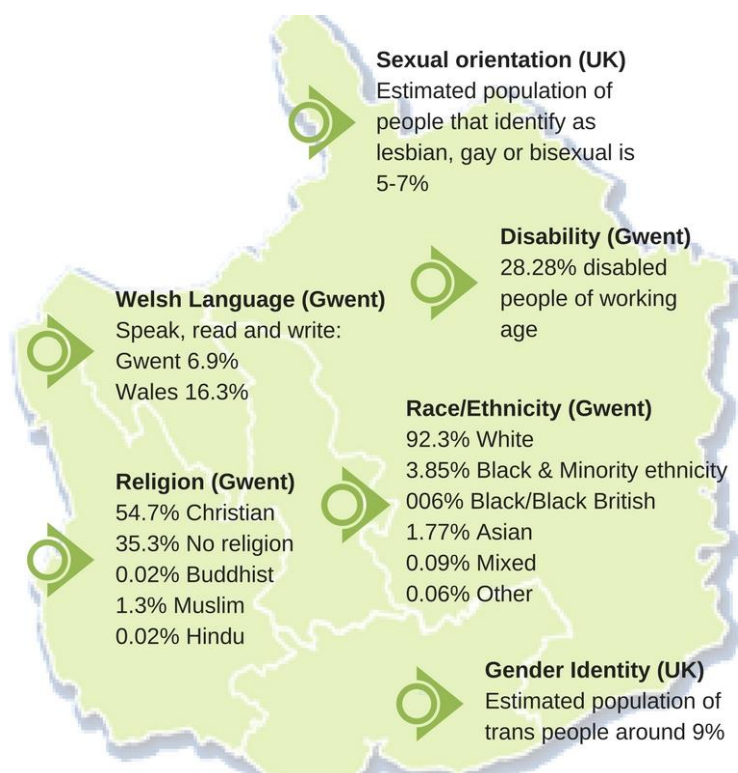


3. Strategic Vision

The PCC gave a commitment as part of his Police and Crime Plan to ensure that all members of the community, as far as practicable, have the opportunity to take part in his engagement activities. This will be achieved through delivering improvements in the way communities and key stakeholders are informed, consulted, involved and empowered and will require activity by the OPCC and Gwent Police as well as our partners.

4. What Does Gwent Look Like?

Gwent has a total population of nearly 577,000, with people who live in both rural and urban areas across 5 local authorities; Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. These local authority areas are economically and culturally diverse with areas of affluence and deprivation.



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5. Legal Framework

Communication and engagement have a key role in ensuring that both the PCC and the Chief Constable can carry out their duties as set out in legislation.

Police and Crime Commissioner

¹ Source Welsh Index of Multiple Deprivation (WMD),: Welsh Government , Census 2011 . 'Statistics for Wales' produced Dec 2012. 1 Gender Variance in the UK, Prevalence, incidence, growth and geographic distribution, GIRES, June 2009; Stonewall (<http://www.theguardian.com/politics/reality-check/2013/oct/03/gay-britain-what-do-statistics-say>)

The PCC has a duty to inform people about policing, policies and activities which have an impact on them and crucially, involve them in the decision-making process. He must engage as broadly as possible with all relevant individuals and organisations to ensure he understands the key challenges facing Gwent and can set the right policing objectives to deal with them. The law places a number of specific duties and responsibilities upon the PCC in relation to consultation and engagement including the PRSRA Section 14 which stipulates that the PCC must:

- obtain the views of victims of crime in that area about matters concerning the policing of the area;
- prior to publishing a police and crime plan, make arrangements to obtain the views of the people in that police area, and the views of the victims of crime in that area;
- make arrangements for obtaining, before the first precept for a financial year is issued, the views of the people in that police area, and the relevant ratepayers' representatives, on the proposals of the PCC for expenditure (including capital expenditure) in that financial year.

The PCC is also responsible for overseeing the extent to which the Chief Constable has fulfilled his statutory duties.

Chief Constable

The PRSRA section 34 places statutory duties on the Chief Constable to:

- obtain the views of local communities on crime and disorder in their neighbourhood;
- provide local communities with information about policing in their neighbourhood;
- hold regular police and community meetings in local neighbourhoods.

6. Accountability and Transparency

One of the main aims of the introduction of PCCs was to bring democratic accountability to the determination of local policing priorities. It is therefore of key importance that the public has an understanding of who they are, what the role of the PCC involves, and what effect they are having on their police service.

An important principle underpinning public accountability is transparency, with both the OPCC and Gwent Police having a requirement to act in a way which provides the public with a wide range of information to help them make informed choices. This principle also extends to providing public access to the process of scrutinising the police service, which is underpinned by existing UK legislation, including the Freedom of Information Act 2000, The PRSRA and the Elected Local Policing Bodies (Specified Information) Order 2011.

The PCC is committed to making information available to the public to enable them to hold him to account during his term of office. The OPCC is already repeat recipients of the industry recognised 'Comparing Police and Crime Commissioners'

(CoPaCC) award for transparency and will continue to endeavour to be as open and transparent as possible in publishing information in compliance with its legal duties.

7. Key Audiences

The OPCC and Gwent Police will seek to engage effectively with all of our communities, including those that share Protected Characteristics as defined by the Equality Act 2010. This commitment is reflected in our Joint Strategic Equality Plan which includes the following key objective:

‘Access, Engagement and Cohesion: To ensure the delivery of our services is influenced by the views of people that share Protected Characteristics and that the work that we do promotes inclusivity and cohesion’.

In addition to public engagement which forms part of our day to day business, the OPCC and Gwent Police have a variety of established networks through which engagement activity is driven. These include:

Independent Advisory Group (IAG) – the IAG provide independent advice and guidance to Gwent Police around activities that impact on our communities, policy decisions and our response to critical incidents. IAG members are volunteers from across Gwent whose views are informed by individual experience and expertise, diverse backgrounds and the wider communities that they reflect.

Interfaith Forum – The Interfaith Forum brings together people of faith from across Gwent to promote community cohesion, and help us shape effective responses to local, national and international community tensions or serious incidents.

Disability Access Group – The Disability Access Group supports Gwent Police in improving accessibility to policing services for disabled people. The Group includes representation from organisations and individuals who have professional and/or lived experience across the spectrum of disability.

Youth Services/Cadets –The OPCC and Gwent Police regularly engage with a range of youth services across Gwent, including those which are Black Asian and Minority Ethnic (BAME), Lesbian, Gay, Bisexual and Transgender (LGBT) or disability specific. The Cadet scheme also encourages young people to engage more formally with us through an accredited programme of training. One of our priorities in this area is to work in partnership with third sector agencies to ensure young people from areas of social deprivation, who may be disengaged, or are isolated for other reasons (for example not having English as a first language) are also accessing these opportunities.

8. Principles for Effective Communication and Engagement

This strategy is guided by a number of core principles which aim to ensure that, wherever possible, local engagement and involvement activity is:

Representative and inclusive: Gwent Police and the OPCC will monitor the Protected Characteristics of people that we engage with in order to ensure that we

are informed by views that are representative of the public we serve. Targeted engagement will be undertaken should we identify that particular groups are underrepresented in our data, or where engagement relates to activities that we know disproportionately impact on people that share particular Protected Characteristics.

Efforts will be taken to ensure engagement opportunities are open to all, which will often mean engaging in a range of different ways. Any engagement will always seek to fulfil our duties under the Equality Act 2010², to pay due regard to the need to foster good relations, promote equality of opportunity and eliminate discrimination and harassment. We are also committed to providing engagement opportunities through the medium of Welsh, as set out in our Joint Welsh Language Strategy 2017-2020 and will comply with the relevant Welsh Language Standards 2011³.

Collaborative and joined up: The OPCC and Gwent Police will work collaboratively with each other and partner agencies to minimise duplication and share skills, resources, engagement activity and results of consultation. This 'One Public Service' approach will help to deliver efficiencies, identify benchmarking opportunities and share best practice.

Particular emphasis will be given to Public Service Boards and the work they carry out in identifying priorities related to the WBFGA. By virtue of both OPCC and Gwent Police membership at their individual engagement boards, we are fully sighted and active in support of their agenda.

Cost effective and provides value for money: Both the OPCC and Gwent Police are committed to fulfilling their statutory duties for engaging and consulting communities, victims of crime and other stakeholders in an effective, meaningful and cost-effective way and will aim to ensure a proportionate balance between cost, quality and benefit in discharging these functions.

Planned and purposeful: The OPCC and Gwent Police will work together to ensure that engagement activities are properly planned and appropriate for their target audience, clearly articulated to the public and are afforded sufficient time to be effective and inclusive.

Receptive to change / digital inclusion: The way individuals engage and communicate has undergone unprecedented change over recent years, particularly with the growth of social media and digital communication. The OPCC and Gwent Police will work to use both new and traditional means of communicating and engaging with communities to maximum effect, seek new and innovative ways of working and embrace new technology and techniques⁴.

² More detailed information and planned activity around this can be found in the Joint Strategic Equality Plan, <http://www.gwent.pcc.police.uk/transparency/publications/strategic-equality-plan-and-objectives/>

³ For more information on the Welsh Language Standards 2011, visit <http://www.comisiynyddygydraeg.cymru/English/RightstousetheWelshlanguage/Pages/RightstousetheWelshlanguage.aspx>

⁴ More detailed information and planned activity around this can be found in the Gwent Police Digital Strategy, available from Gwent Police.

9. Keeping Communities and Key Stakeholders Informed

Both the PCC and Chief Constable are committed to ensuring that communities and victims across Gwent are kept informed and updated on the crime and community safety matters which affect them. The value of both providing and receiving information should not be underestimated.

As a result of these activities, the PCC and Chief Constable aim to:

- always communicate in an open, transparent and accountable manner which is clear, accurate, inclusive, informative and timely;
- have a diverse range of communication tools and methods in use, which are tailored to the needs and preferences of local communities;
- broaden knowledge of the PCC role and the work of the OPCC;
- grow the audience of the OPCC and Gwent Police websites and ensure they are easy-to-use and accessible;
- enjoy positive and productive working relationships with our local, regional, national and specialist media, in recognition of the important role they play in shaping public perception;
- ensure the public and partners are given frequent updates on the progress of the delivery of the Police and Crime Plan;
- make best use of existing and emerging partnership communications networks;
- have a platform to provide commentary on important issues and provide perspective on policing policy;
- ensure feedback from consultation and engagement activity is pro-actively published and communicated in a timely manner, along with the details of what will be done as a result.

The PCC in particular will hold the Chief Constable to account in ensuring Gwent Police:

- provides local communities with information about policing in their neighbourhood;
- maintains a programme of crime prevention campaigns and ensures their effectiveness at reaching target groups;
- makes improvements to the force website to ensure it is easy-to-use and accessible, providing the public with a self-service approach to a range of services;
- continues to develop the community messaging service, Gwent Now, ensuring residents are informed of current issues, provided with crime prevention advice and good news stories.

10. Engaging and Consulting with Communities and Key Stakeholders

The OPCC and Gwent Police will ensure local communities are engaged, informed and consulted with in order for them to have an influence over the services they receive and the strategic decisions that affect them.

All consultations conducted will comply with Gunning's Principles as agreed by best practice (see annex B), all OPCC consultations will also follow 'OPCC Consultation Guidance'⁵. In addition, to ensure feedback is representative and meaningful, targeted work will take place where appropriate to ensure underrepresented voices are captured.

As a result of these activities, the OPCC and Gwent Police aim to:

- be better informed of the issues that affect Gwent residents and businesses;
- measure how well or not the police and partners are addressing the priorities of the Police and Crime Plan;
- understand the public's views on the level of the police precept (the portion of local council tax which pays for policing services) prior to setting the budget for Gwent Police each year;
- evidence the need for service continuation, redesign or new service provision;
- understand what communities need in order for them to keep themselves safe and feel safer; and
- publish the outcomes and impact of consultations.

The PCC will hold the Chief Constable to account in ensuring Gwent Police:

- takes into account public confidence in policing;
- continues to consult local residents on the issues that affect their community (i.e. Your Voice) and uses this feedback to inform strategies for policing local areas;
- works with communities to assist them in keeping themselves safe and feeling safer;
- is appropriately contacting victims of crime and using their feedback to deliver improvements to service delivery;
- continues to deliver the survey for victims of domestic abuse;

Your Voice

The 'Your Voice' process is the primary engagement method for the force. Police Community Support Officers (PCSO)'s will go into their communities and discuss matters that concern local residents and will then complete an electronic survey via a mobile device. The results are sent directly to the local Inspector. Local neighbourhood teams then consult with their local Key Individual Networks (KINs)⁶ after which the priority for the ward is decided.

Following this process, the chosen priority is documented in an action plan (where the Scanning Analysis Response Assessment (SARA) model problem solving approach is applied) and recorded in the Neighbourhood Management Database. Local teams with the support of relevant partners will work towards addressing the community issues and feeding back the ongoing activity directly to the public via twitter, social media, Inspectors blogs and other more conventional forms of

⁵ OPCC Consultation Guidance' available by contacting the [OPCC](#).

⁶ Key Individuals Network (KIN) is a core group of local people who live, work or regularly pass through a neighbourhood.

communication. The cycle is repeated every six months, beginning in April and October⁷.

11. Involving and Empowering Communities and Key Stakeholders

The PCC and Chief Constable are committed to involving and empowering communities and service users in the shaping of local services. Both will continue to encourage direct community participation through PCC funded initiatives as well as continuing to support the delivery of volunteer programmes.

As a result of these activities, the OPCC and Gwent Police aim to:

- raise public awareness and understanding of volunteering roles including Cadets, Special Constables, Independent Custody Visitors and Animal Welfare Visitors;
- explore new ways of involving under-represented groups and those seldom heard;
- continue to engage with organisations and groups that support young people;
- through provision of grant funding and commissioned services, promote community action to keep themselves safe and to assist in delivering the ambitions of the Police and Crime Plan;
- promote and support improvements in the sustainability of schemes such as Crime Prevention Panels and Community Safety Action Teams;
- continue to build on partnership working with the third sector and other stakeholders;
- attend a wide variety of community events, meetings and partnership days in order to be accessible to groups and individuals;
- ensure communities have access to the information and advice they need to be safe and feel safe.

The PCC will hold the Chief Constable to account in ensuring Gwent Police:

- is accessible to the public through a range of mechanisms including 101, email, surgeries and online reporting;
- empowers communities to tackle neighbourhood problems through local problem solving meetings and surgeries;
- promotes and delivers the Police Cadets schemes to all sectors of the community;
- promotes and encourages opportunities for Police Support Volunteers across all appropriate areas of policing;
- develops effective engagement with targeted groups within our community; and
- makes use of the IAGs feedback from communities and key stakeholders to drive forward improvements in service delivery.

12. Measuring Success

⁷ More information on localised police engagement can be obtained from [Gwent Police](#).

A range of measures have been identified which provide an indication of the extent to which activity to inform, consult, involve and empower local communities is helping to deliver the PCC's vision of safer communities and improved victim satisfaction, as well as increasing trust and confidence in policing. These include:

- consultations and surveys;
- public meetings
- media coverage;
- social media coverage;
- website growth;
- levels of direct engagement; and
- impacts and outcomes from grant funded projects.

More in-depth information on this can be found in Annex A.

This strategy will be reviewed annually in order to take in new developments and to ensure that it continues to be fit-for-purpose.

13. Acknowledgements

We would like to acknowledge the Warwickshire Police and Crime Commissioner's Consultation and Engagement Strategy 2016-2021 which provided a useful reference in developing this strategy.

OPCC and Gwent Police consultations and surveys

- The baseline data from the consultation on the Police and Crime Plan provides a range of measures relating to policing activity which will be evaluated regularly to advise decision making for improvements in service delivery and to enhance public perception of the OPCC and Gwent Police.
- Gwent Police surveys victims of crime, in particular victims of domestic abuse.
- Annual staff survey of the OPCC/Gwent Police workforce.

Other consultation data

- The Crime Survey for England and Wales (CSEW) provides data at a national level on attitudes towards policing and community safety, as well as general awareness of the role and work of PCCs. Data on whether people have confidence in the police and local authorities, broken down by force area, is also available from the CSEW.
- Partner consultations from across Gwent, in particular, those carried out by the Public Service Boards (PSBs) will also need to be taken into consideration to ensure a joined up partnership approach to meet the needs of the WBFGA.

Media coverage

- The amount and tone of the media coverage achieved for the OPCC and Gwent Police is measured by a procured provider. Measures will be put in place to monitor the number of proactive media releases which achieve positive coverage on social media, radio, television, and in print to ensure content reaches as wide an audience as possible.

Social media growth

- As well as measuring the growth of the OPCC and Gwent Police social media channels, data is available to show the impact of each posting. Increasing the numbers of views, shares, likes and the overall reach of content on social media is key. Equally, increasing the amount of engagement achieved through our social media channels is a priority.

Website growth

- The OPCC and Gwent Police websites are 'shop windows' for the work of both organisations and a range of metrics are available to track progress. Increasing the number of visitors and the numbers of pages each user visits will be a priority, as well ensuring that the sites' designs take account of the increasing number of users who only access via a mobile device.

Direct engagement

- Levels of direct engagement with the OPCC and the public in terms of correspondence to the office and monitoring of the monthly engagement opportunities, including data such as the number of meetings / events, their locations, the types of communities present, the questions / issues raised

and subsequent action taken. Similar data can be gathered from engagements with police officers and staff.

Grants scheme

- The PCC's grant schemes enable a wide range of services to be delivered by community, statutory and third sector providers. The number of grant recipients, the outcomes of the individual grants and the impact the services have for the users will be monitored annually to ensure the delivery of key outcomes. Performance against these measures will be monitored through the grant scheme agreements to ensure they positively affect the Police & Crime Plan priorities.

TO BE MEANINGFUL, CONSULTATION MUST:



include sufficient
reasons for particular
proposals to
**allow for intelligent
consideration**
and response



be given
**adequate
time**



be carried out at a
time when proposals
are
at a formative stage



be analysed effectively
and the
**results consciously
taken into account**
when the ultimate
decision is taken

NATIONAL PRINCIPLES FOR PUBLIC ENGAGEMENT IN WALES



1 Engagement is effectively designed to make a difference
Engagement gives a real chance to influence policy, service design and delivery from an early stage.

2 Encourage and enable everyone affected to be involved, if they so choose
The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.

3 Engagement is planned and delivered in a timely and appropriate way
The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale, and the most suitable method/s for those involved is used.

4 Work with relevant partner organisations
Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.

5 The information provided will be jargon free, appropriate and understandable
People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.

6 Make it easier for people to take part
People can engage easily because any barriers for different groups of people are identified and addressed.

7 Enable people to take part effectively
Engagement processes should try to develop the skills, knowledge and confidence of all participants.


8 Engagement is given the right resources and support to be effective
Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.

9 People are told the impact of their contribution
Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.

10 Learn and share lessons to improve the process of engagement
People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation; lessons should be shared and applied in future engagements.

These Principles were developed by Participation Cymru working with TPAS Cymru, under the guidance of the Participation Cymru partnership. Endorsed by The First Minister of Wales, The Right Hon. Carwyn Jones AM on behalf of the Welsh Government. Further guidance on the National Principles can be found at www.participationcymru.org.uk
March 2011

Annex D - National Principles for Public Engagement in Wales



**Cael llais
Cael dewis**

**Having a voice
Having a choice**

Safonau Cyfranogiad Cenedlaethol dros Blant a Phobl ifanc

Children and Young People's National Participation Standards

"Mae gan blant hawl i roi eu barn ynghylch beth ddylai ddigwydd, pan fydd oedolion yn gwneud penderfyniadau sy'n effeithio arnyn nhw, ac i gael sylw i'w barn"

Erthygl 12: Confensiwn y Cenhedloedd Unedig ar Hawliau'r Plantyn (CCUHP)


"Children have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account"

Article 12: The United Nations Convention on the Rights of the Child (UNCRC)


Mae hyn yn golygu:	Byddwn ni:		This means:	We will:
<ul style="list-style-type: none"> Mae gennych chi'r hawl i wybodaeth sy'n hawdd ei deall ac sy'n gadael i chi wneud penderfyniad gwybodus. 	<ul style="list-style-type: none"> Yn darparu gwybodaeth o safon dda, yn glir ac yn hawdd mynd ati. Yn rhoi gwybod i chi pwy sy'n mynd i wrando a gadael i chi wybod pa wahaniaeth gallai'ch cyfranogiad chi ei wneud. 	1 Gwybodaeth Information	<ul style="list-style-type: none"> You have the right to information that is easy to understand and allows you to make an informed decision. 	<ul style="list-style-type: none"> Provide information that is good quality, clear and accessible. Inform you about who's going to listen and let you know what difference your involvement could make.
<ul style="list-style-type: none"> Mae gennych chi'r hawl i ddewis cymryd rhan a gweithio ar bethau sy'n bwysig i chi. 	<ul style="list-style-type: none"> Yn rhoi digon o gefnogaeth ac amser i chi ddewis a ydych chi eisiau cymryd rhan. 	2 Chi biau'r dewis It's your choice	<ul style="list-style-type: none"> You have the right to choose to be involved and work on things that are important to you. 	<ul style="list-style-type: none"> Give you enough support and time to choose if you want to get involved.
<ul style="list-style-type: none"> Mae plant a phobl ifanc i gyd yn wahanol ac mae ganddyn nhw'r hawl i gael eu trin yn deg. 	<ul style="list-style-type: none"> Yn herio gwahaniaethu. Yn cynnig amrediad o gyfleoedd a chefnogaeth i ffoloni anghenion plant a phobl ifanc. 	3 Dim gwahaniaethu No discrimination	<ul style="list-style-type: none"> Children and young people are all different and have the right to be treated fairly. 	<ul style="list-style-type: none"> Challenge discrimination. Provide a range of opportunities and support to meet the needs of children and young people.
<ul style="list-style-type: none"> Mae gennych chi'r hawl i leisio barn. Mae'ch safbwyntiau chi'n bwysig a chânt eu parchu. 	<ul style="list-style-type: none"> Yn gwrandao ar eich barn, eich profiadau a'ch syniadau ac yn eich cymryd chi o ddifri. Yn gweithio gyda chi ar bethau rydych chi'n dweud eu bod nhw'n bwysig. Yn gwerthfawrogi beth sydd gennych chi i'w gynniig. 	4 Parch Respect	<ul style="list-style-type: none"> You have the right to have a say. Your opinions are important and will be respected. 	<ul style="list-style-type: none"> Listen to your views, experiences and ideas and take you seriously. Work with you on things you say are important. Value what you have to offer.
<ul style="list-style-type: none"> Mae gennych chi'r hawl i ddysgu a bod y gorau y gallwch chi fod. Bydd gennych chi gyfleoedd i weithio gyda phobl eraill a gwneud gwahaniaeth. Rydyn ni eisiau i chi gymryd rhan mewn profiadau positif. 	<ul style="list-style-type: none"> Yn gweithio gyda chi mewn ffordd ddiogel, hwyl a phleserus. Yn manteisio i'r eithaf ar beth rydych chi'n ei wybod ac yn gwneud pethau sy'n meithrin eich hyder a'ch sgiliau chi. 	5 Bod ar eich ennill You get something out of it	<ul style="list-style-type: none"> You have the right to learn and be the best you can be. You will have opportunities to work with others and make a difference. We want you to be involved in positive experiences. 	<ul style="list-style-type: none"> Work with you in safe, fun and enjoyable ways. Make the most of what you know and do things that build your confidence and skills.
<ul style="list-style-type: none"> Mae gennych chi'r hawl i wybod pa wahaniaethau rydych chi wedi eu gwneud a sut mae rhywun wedi gwrandao ar eich syniadau chi. 	<ul style="list-style-type: none"> Bob amser yn sicrhau eich bod chi'n cael adborth o fewn amser sydd wedi'i gytuno. Yn dweud wrthyddych chi sut mae'ch syniadau wedi cael eu defnyddio a pham. Yn dweud wrthyddych chi beth sy'n digwydd nesaf. 	6 Adborth Feedback	<ul style="list-style-type: none"> You have the right to know what differences you have made and how your ideas have been listened to. 	<ul style="list-style-type: none"> Always ensure you have feedback in an agreed time. Tell you how your ideas have been used and why. Tell you what happens next.
<ul style="list-style-type: none"> Dylai'r bobl sy'n gwneud penderfyniadau sy'n effeithio ar blant a phobl ifanc roi hawliau plant yng nghanol popeth maen nhw'n ei wneud. 	<ul style="list-style-type: none"> Yn gweithio gyda chi ac yn dysgu sut i wneud pethau'n well. Yn gwneud yn siŵr bod eich barn yn gwneud gwahaniaeth i'r ffordd rydyn ni'n gwneud cynlluniau a phenderfyniadau. 	7 Gweithio'n well drosodd chi Working better for you	<ul style="list-style-type: none"> Those who make decisions that affect children and young people should put children's rights at the centre of everything they do. 	<ul style="list-style-type: none"> Work with you and learn how we can do things better. Ensure your views make a difference to the way we make plans and decisions.

Y Safonau hyn sy'n cynnal tair colofn CCUHP - Diogelu, Darpariaeth a Chyfranogi


The Standards underpin the three pillars of the UNCRC – Protection, Provision & Participation



**Cymru Ifanc
Young Wales**



**Awmwg
Llywodraeth Cymru
Welsh Government**



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OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police and Crime Commissioner Performance Monitoring Processes

DATE: 26th January 2018

1.	<p><u>RECOMMENDATIONS</u></p> <ul style="list-style-type: none">• That Members of the Police and Crime Panel note the Police and Crime Commissioner's (PCC) activity in relation to holding the Chief Constable to account for the performance of Gwent Police.• That Members note progress made in evidencing progress against the Police and Crime Plan.• That Members are asked to provide feedback in relation to the planned processes.
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>Importance of Good Governance</p> <p>By following a strong framework of good governance, the PCC can make sure he provides good management, good performance, good stewardship of public money, good public involvement and, ultimately, good outcomes for everyone.</p> <p>Manual of Corporate Governance</p> <p>The Manual of Corporate Governance (MoCG) was developed and is reviewed regularly to set out the PCC's position and aspirations in relation to governance issues. The MoCG outlines how the PCC will hold the Chief Constable to account and make sure that he has appropriate processes and policies in place to satisfy the requirements of good corporate governance.</p> <p>Police and Crime Plan</p> <p>The Police and Crime Plan sets the strategic direction for Gwent Police and the priorities detailed within the plan are developed via engagement with the public and in consultation with the Chief Constable. Examples of other information taken into account include force data, local and national emerging issues and partnership priorities.</p> <p>Strategy and Performance Board</p> <p>The Strategy and Performance Board (SPB) is the decision-making forum for the PCC. It is responsible for any matters relating to the effectiveness and efficiency of the policing service delivered in Gwent as well as the monitoring and management of delivery against the Police and Crime Plan. A review of this board has been undertaken by the OPCC in order for all business to be reported under the Police and Crime Plan priorities.</p>

	<p>Box Day Monitoring and Decisions</p> <p>The PCC sets aside regular ‘box days’ to deal with briefings, submissions and decision logs. These will deal with decision requirements arising from other meetings and also routine matters</p> <p>Joint Audit Committee</p> <p>The Joint Audit Committee (JAC) has oversight of general governance matters and provides independent scrutiny of the Force’s and OPCC’s financial performance. The JAC, and Internal and External Auditors provide independent assurance on matters relating to finance, governance and risk.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>The PCC and Chief Constable meet weekly to discuss issues informally. Senior members of their teams also meet regularly to progress plans, which have been agreed by the PCC and Chief Constable.</p> <p>Over the last 12 months, a new Force Meeting Structure has been developed in line with the Performance Framework, which underpins the Delivery Plan (which sets out how Gwent Police will deliver the PCC’s priorities). Senior members of the OPCC are invited to attend the high-level boards as critical friends. This allows the OPCC to support and challenge decisions and performance and provide feedback to the PCC. Reports that are escalated through the governance process are approved by the Chief Officer Team before being presented to the PCC at the Strategy and Performance Board.</p> <p>The Deputy Chief Constable’s Scrutiny and Performance Board oversees and scrutinises all areas of business and sits above:</p> <ul style="list-style-type: none"> • the Wellbeing and Diversity Board • the Criminal Justice, Policing and Partnerships Board • the Organisational Resources Board and • the Service Improvement Board. <p>Decisions are made at the Service Improvement Board by the DCC, Assistant Chief Officer for Resources, Deputy PCC, PCC’s Chief Executive and Chief Finance Officer, in relation to Gwent Police’s Change Management Programme; these may be in relation to making efficiency savings or investment in emerging areas of demand.</p> <p>A number of lower level meetings feed into these boards which cover all areas of performance within Gwent Police. The Chair of each board or meeting provides a highlight report to the meeting above which identifies significant performance, activity and decisions required.</p>

	<p>HMICFRS (Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services) has recently introduced Force Management Statements (FMS). These are seen as a self-assessment tool and they will be used to monitor the efficiency, effectiveness and legitimacy of individual police forces. Eventually, it is hoped that the information provided within the FMS will be used to provide performance information and to set future plans for delivery. It has been agreed between the PCC and Chief Constable that best use will be made of these statements and that there should not be duplication of effort in what is provided to HMICFRS and what is provided to the PCC for monitoring purposes.</p> <p>Over the past 12 months, the local Criminal Justice Strategic Board, made up of partners from within the criminal justice system and chaired by the Deputy PCC, has met to discuss strategic level issues and monitor performance. Highlight reports are being developed for these meetings and it is hoped that this information will be used to evidence performance against the Police and Crime Plan in future. It is worth noting that although the PCC has a responsibility for ensuring an efficient and effective criminal justice system, he has no power to control the system.</p> <p>Depending upon areas of particular concern or public interest, the PCC and members of his team also meet with Gwent Police Officers and Staff on individual issues, for example, 101 performance.</p> <p>Meetings also take place with partners such as Aneurin Bevan Health Board to discuss matters of performance in relation to joint concerns such as Mental Health and Violence within Accident and Emergency Units.</p> <p>The PCC provides a variety of reports to Police and Crime Panel, including update reports, reports on the Police and Crime Plan, Annual Reports, and Financial Monitoring reports. The PCC holds those within his office to account in relation to meeting the priorities within the plan and statutory requirements via the OPCC Executive Board, which meets monthly.</p> <p>It is worth noting that some of the outcomes within the Police and Crime Plan are long term and have been written in light of the enactment of the Wellbeing of Future Generations (Wales) Act 2015. Therefore, consideration has been given in recent months as to how intermediate outcomes can be presented to the public.</p>
4.	<p><u>NEXT STEPS</u></p> <p>The following processes have been proposed:</p> <p>A review of the Manual of Corporate Governance is underway and will capture changes to the Gwent Police governance processes, amongst other areas which require updating.</p>

	<p>As detailed within Annex B, questions for the Chief Constable will be presented at the SPB with agenda, reports and minutes published. Feedback is welcomed from Police and Crime Panel members on the information provided by the Chief Constable and its format.</p> <p>In order to provide evidence of scrutiny to the Police and Crime Panel and wider public, the JAC, on advice of the Internal Auditors has recommended the development of an Assurance Framework. This work is underway and will provide clear and timely assurance of efficiency and effectiveness. The framework will also allow for concerns to be escalated and gaps to be identified.</p> <p>Further to the monitoring of performance by Gwent Police, it is suggested that the Update Report to Panel, which provides detail of OPCC activity, should be revised to include more clarity on outcomes and impacts in relation to the Police and Crime Plan.</p> <p>As we review the introduction of these new reporting processes and the FMS, further consideration will be given to how performance monitoring can be undertaken and evidence of this published in order to encourage public confidence and improve community perceptions of Gwent Police and the work of the PCC.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>There are no specific financial implications in relation to this report. However, financial monitoring will be undertaken as part of this process.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>There are no specific personnel considerations as a result of this report. However monitoring of matters in relation to the employment, deployment and wellbeing of officers and staff will be undertaken as part of this process.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The Police Reform and Social Responsibility Act 2011 established the role of PCC with a duty to hold Chief Constables and the force to account, effectively making the police answerable to the communities they serve. Performance monitoring provides an opportunity to evidence one of the ways in which the Chief Constable is held to account by the PCC.</p> <p>The Policing Protocol 2011 issued by the Home Secretary states that PCCs, like other policing partners, must adhere to the Nolan principles of public life as set out by the Committee on Standards in Public Life.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p>

	<p>Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</p> <p>Consideration will always be given to these issues when scrutiny and monitoring is undertaken.</p>
9.	<p><u>RISK</u></p> <p>The risk of not effectively providing evidence of the PCC's scrutiny and monitoring of the Chief Constable include a loss of public confidence in performance against the Police and Crime Plan.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This report will be made public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Siân Curley, Chief Executive</p>
12.	<p><u>ANNEXES</u></p> <p>A - Strategy and Performance Board – Gwent Police Performance Report January 2018.</p> <p>B - Questions to the Chief Constable.</p>



Analysis & Research

STRATEGY AND PERFORMANCE BOARD

Force Performance Report

January 2018

Date:	10/01/2017
Person Producing:	Vicki Townsend & Strategic Leads
Document Owner:	Emma Ackland
Version:	Version 2.0
Classification:	OFFICIAL



Assessment of Gwent Police Performance

The Force Vision is to Protect and Reassure through the delivery of the Police and Crime Plan:

- People who live in, work in, or visit Gwent are safe;
- Policing and crime services are delivered demonstrating value for money
- The OPCC and Gwent Police are employers that people want to work for

A glossary can be found at the end of this document and a * at the end of a word denotes where there is further explanation provided in this section.

1. Overview of Crime and Investigation

Overall crime in Gwent increased by 3.7% in November 2017 from a level of 4160 offences in October 2017 to 4320 in November 2017. Crime in the West LPA saw a small increase of 1.7% from 2326 offences to 2365 with the East LPA seeing a slightly larger increase of 6.6% from 1834 to 1955 crimes. Further detail on the specific increases are detailed below.

Both areas remain above the monthly average of 3,714 but importantly these are within the Upper Control Limit (UCL)*. But, understanding the performance deviations are important and enables the force to monitor, understand what is happening and then take specific action to counteract the increase or enable us to understand “what works” in terms of specific prevention or intervention activities. In order to avoid reacting to the natural deviation of any statistic set we use LCL and UPL to determine when it is appropriate to intervene.

The West LPA refers to Blaenau Gwent, Torfaen and Caerphilly whilst the East LPA refers to Newport and Monmouthshire. Where the letter “n” is utilised this relates to the number of crimes or incidents for the stated period.

Overall for the Force increases are being seen in the following crime types, Criminal Damage and Arson (+11%, +83 crimes), Violence without Injury (+6.2%, +58 crimes), Public Order Offences (+5.5%, +21 crimes), Non Domestic Violence on the Person (+4.7%, +40 crimes) Domestic Burglary (16.7%; +35) and Vehicle Crime (+13%, +41 crimes). On a positive note decreases have been seen in All other Theft (-5.3% decrease since the previous month) and Robbery (-30.3% decrease since the previous month).

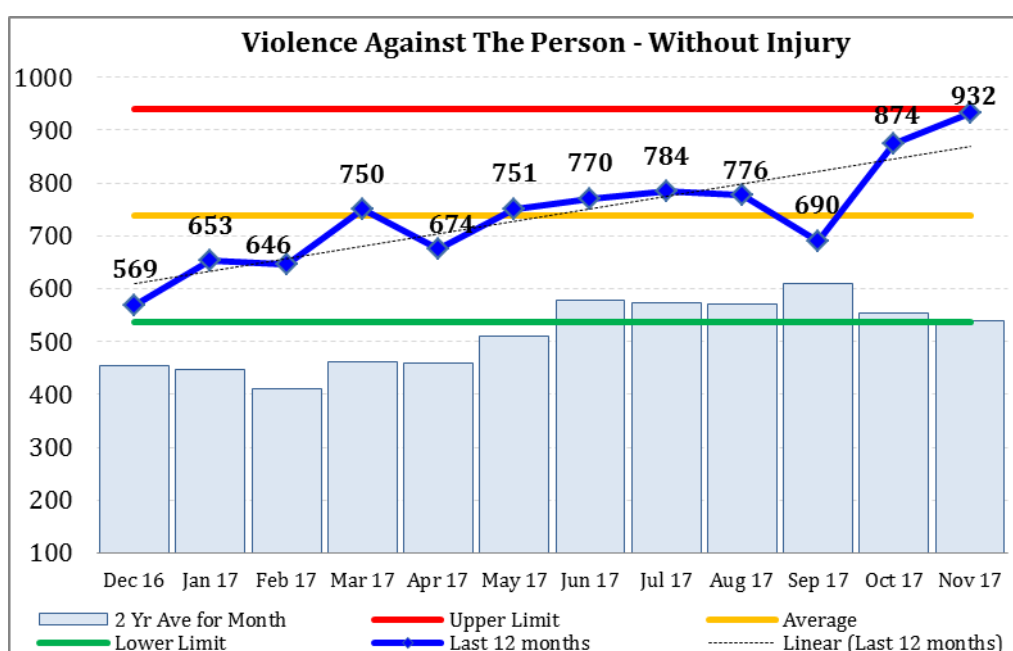
The Force has reviewed the levels of Criminal Damage & Arson due to the increase of 11% in November 2017 and a 10.7% increase during October 2017. Although the biggest volume continues to be seen in the West LPA (n=467), the biggest monthly increase was witnessed in the East LPA where figures rose by 12.7% (n=47). Much of this could have been driven by the inclusion of Halloween and Bonfire Night within these months, however, the

figures for October and November, 749 and 827 crimes respectively, are above the 653 monthly average figure. The force has scrutinised the data to understand the increase and be able to respond to it. Unfortunately, there are no identifiable patterns apart from two dates of offending – 5th November and the 22nd November – in relation to Vehicle Crime. Furthermore, there was no increase in repeat victims for this period, repeat offences or repeat locations (outside of the two vehicle crime incidents).

However where there have been increases in specific areas and a trend has been identified operations have been run. For example, Operation Ash in Newport focused on preventing individuals causing deliberate fires.

Operation Ash was developed as a multi-agency approach to reduce crime and disorder linked to deliberate fire setting and associated anti-social behaviour. Numerous Community Engagement & Action days were coordinated across Newport East and into other areas when the model was tested and developed to achieve these aims. Community clear ups were completed in areas of identified deliberate fire setting and ASB. The Operation was used to launch the “Fit Litter Pick” in line with the Well-being and Future Generations Act 2015 where the community and partners used pedometers to count steps whilst clearing their open spaces. Deliberate fire setting within Newport showed a decrease of 8%. Operation Ash in Newport East risk wards saw a decrease of 28.5%. (Figures from May-Sept 2016 compared to May-Sept 2017.)

The continued sharp rise in the Violence without Injury* crime category resulted in the Force carrying out a specific piece of work in order to try and understand the cause. Between September and November it has risen by 26% (n=242) and is now just below the Upper Control Limit figure of 940. (Set over a rolling 12 month period).



If trends continue it is likely that the Upper Control Limit figure will be breached next month. This increase is being driven almost solely by the West LPA where an increase of 32.1% has been recorded over the past two months (n=182; 385 to 567 offences). Torfaen (+43.8%; n=74), Caerphilly Central (+41.9%; n=44) and Blaenau Gwent (+28.3%; n=34) have been the areas with the biggest increases over the two months, and the ones driving this trend.

From the work currently being undertaken by the force there are issues in relation to how anti-social behaviour incidents were being classified at the time of the initial report. From audits carried out it is clear that the majority of these should have been reported as violence without injury or public order. This change in recording practice is increasing crime in this specific area. This increase has been exacerbated by a change in process which introduced NCRS (National Crime Recording Standards) single points of contact on the East and West LPA. Plans are in place to train staff and continue to audit in order to ensure we are recording incidents correctly but as the identification and crime recording improves this may well continue to increase the number of incidents being recorded as violence without injury. On a positive note this will of course result in a decrease in the recording of number of Anti-social behaviour incidents.

Domestic Burglary is currently being monitored due to an increase which started at the beginning of December 2017 and its trajectory will continue to be monitored through the Scrutiny and Performance Executive Board.

1.1 Crime trends of note: Newport – Robberies

During the months of October and November 2017, Newport experienced a rise in robberies within the Maindee area experiencing 8 over a 30 day period. It was believed that the offences were linked to a group of males who were using violence and brandishing knives to take items such as mobile phones and cash. The offences were being committed between the hours of 19:00 and 21:00.

As a response the local Senior Management Team put in an operational order which involved a patrol plan, daily briefings, dedicated CID response and partnership meetings. Following the work conducted 6 individuals have now been arrested on suspicion of these offences and are now on bail whilst the investigation is ongoing.

1.2 Effectiveness of Criminal Justice Processes

Performance is managed through a number of partnership based meetings during which a number of performance indicators are monitored, including: timeliness, quality, conviction rate, witness' attendance and discontinuance rates.

In relation to timeliness for first hearing cases. The West (Blaenau Gwent, Caerphilly and Torfaen) currently has a 92.5% compliance rate and the East (Newport and Monmouthshire) has an 88.9% compliance rate having dipped slightly in November 2017. In order to be compliant the first hearing file must be submitted and assessed as complete within 7 days of an individual being charged with an offence. A process has been implemented to assist frontline officers. They now submit their files within 3 days and then the criminal justice team work with them to ensure that the file is complete and that officer understanding of the requirements is enhanced. Timeliness is not measured nationally but Gwent Police and the CPS see this as good practice and of course it ensures that court dates do not have to be rescheduled and victims let down.

In relation to Transforming Summary Justice Gwent is positioned 5th nationally in terms of overall performance. This can be seen reflected in the below which provides details of the guilty pleas at first hearing both in the Magistrates Court (MC) and the Crown Court (CC). In both Gwent can be seen to be above the national % rates.

Measure	Quarter 1	Quarter 2	Quarter 3	YTD
MC guilty plea at first hearing - Combined				
National	69.2%	68.0%	68.6%	68.6%
Wales	73.7%	69.2%	75.8%	72.5%
Dyfed Powys	76.7%	72.6%	80.8%	76.0%
Gwent	73.9%	68.3%	72.7%	71.5%
North Wales	75.5%	70.9%	72.4%	72.9%
South Wales	72.7%	68.0%	77.0%	72.0%
CC guilty plea at first hearing - Combined				
National	42.8%	41.5%	39.7%	41.5%
Wales	53.9%	51.7%	45.2%	50.9%
Dyfed Powys	43.9%	42.2%	43.3%	43.3%
Gwent	58.9%	57.7%	47.1%	55.7%
North Wales	50.7%	40.9%	33.0%	42.5%
South Wales	54.5%	54.2%	49.3%	53.2%
CC discontinuance rate - Combined				
National	10.6%	10.5%	9.0%	10.1%
Wales	11.8%	9.4%	10.5%	10.6%
Dyfed Powys	10.9%	4.3%	8.4%	8.2%
Gwent	7.2%	8.9%	15.4%	10.0%
North Wales	8.8%	7.8%	7.7%	8.2%
South Wales	14.3%	10.6%	10.4%	11.9%

Despite the success of first hearings there is an on-going issue which is being performance monitored and this is in relation to discontinuance rates. This

refers to the act by which the Court ceases the prosecution potentially – but not solely - as a result of issues identified within the investigation.

The Head of Administration of Justice has reviewed individual cases and discovered that there is an issue with disclosure of information within an investigation file. To assist with this a training package has been devised which started on the 28th December 2017. It will be delivered to all front line officers over a 20 week period and performance will be continued to be monitored throughout this time to understand whether the training has had a positive influence on performance.

1.3 Outcomes following investigation

At all times occurrences have outcomes* which are attached to them, these can include; charged; summonsed; youth restorative justice; new investigation; no further action. For the period of November 2016 to November 2017 the total number of crimes was recorded was 48,450. Of these the five most commonly used outcomes were:

- Neutral outcome: Investigation Complete: No suspect identified. Crime investigated as far as reasonably possible –Case closed pending further investigative opportunities becoming available (43.7%)
- Other Positive Outcome: Named Suspect identified: evidential difficulties prevent further action; victim does not support (or has withdrawn support from) police action (19%)
- Neutral Outcome: (Police decision) Named Suspect identified: victim supports police action but evidential difficulties prevent further action (12%)
- Detection: Charge (10%)
- Neutral Outcome: Evidential Difficulties Victim Based – Named suspect not identified: The crime is confirmed but the victim either declines/ or is unable to support further police investigation to identify the offender. (3.5%)

(Cautions, when all four categories are considered together, account for 3%)

The highest proportion of crimes types which have the outcome of Investigation Complete: No suspect identified (the first outcome above) are all other theft and vehicle crime offences. This outcome is seen as a neutral outcome. This has maintained a consistent presence for the last 3 years of data.

In comparison the highest proportion of offences which have the charge outcome are shoplifting and violence without injury offences. Charge is viewed as a positive outcome. This is a slight increase in the last 3 month worth of data but over the last 3 years is a consistent view.

Outcomes in relation to Domestic Abuse incidents are currently being monitored through the vulnerability meeting. It is currently evident that there has been a decrease in the number of arrests – however this does not mean that the force is performing poorly. Indeed we have scrutinised the Voluntary Attendance* (VA) process to ensure we are performing effectively.

Our voluntary attendance rate is mid-range, when compared to other forces, and we have dip sampled these cases to ensure that the investigations were effective and thorough. Our problem profile demonstrates that voluntary attendance is effective both in terms of appropriate safeguarding and in terms of outcome. We have an overall 20% detection rate for Domestic abuse for which voluntary attendees account for 8%. In addition it is important to note that our attrition rate is one of the best in the country at 81% where nationally the average of 76%.

1.4 NCRS Compliance

In November 2017, the Crime Registrar and her team conducted an audit with a pool size of 342 occurrences (sample size as directed by the Home Office calculator). The compliance rate at this time was 85% with many crimes receiving a compliance rating of 100% - including robbery, rape and grievous bodily harm. Compliance means that an incident has been crimed correctly with the correct stats classification as required by the house office counting rules. This was an improvement on the previously two months which reported a 78% and 77% compliance rating. In addition, during November the timeliness of recording a crime within 24 hours was 97%.

The two areas which are clearly requiring further development are anti-social behaviour personal* and anti-social behaviour nuisance* these only receiving a compliance rating of 58% and 38%. In order to address this the next audit, which is currently underway, will ensure that the relevant numbers of traditional crimes are audited for compliance needs but that a larger pool of anti-social behaviour occurrences are audited to obtain a clear reflection and understanding of the current picture.

In order to improve crime recording further the force holds a crime data integrity action plan, National Crime Recording single points of contact have been identified in both the East and the West of the force to allow for liaison with the Crime Registrar around identified issues, a video is currently in development with Learning and Development to be shown at training days and probationer inputs and in the meantime the Crime Registrar and her team have been giving National Crime Recording inputs to officers to make them aware of Crime Recording and the rules.

1.5 Victim Satisfaction

Victim Satisfaction surveys have also been conducted by the force in line with a set of guidelines set by the Home Office with a set list of questions. This was a mandatory format which ceased to exist in 2015. Since 2015 the force has continued to conduct the victim satisfaction survey in the same manner.

Following a joint meeting with the Head of Connect Gwent it is clear that there are now identifiable issues with the manner in which this process is conducted

- The question set only allows for additional narrative if someone is extremely dissatisfied or extremely satisfied
- As such the question set does not lend itself to extracting vital information to allow the force to make improvements for the benefit of the victim
- The current question set does not allow detailed analysis of an identified area of concern
- Due to the manner in which the survey is currently conducted the pool of victims contacts is narrow – mostly involving those at home during day time working hours

As a result the following has been undertaken; a benchmarking exercise with other forces to establish their current permission; an exploration of digital opportunities to enable greater use of the survey; a review of the current survey question set and a review of thematic areas for exploration.

The benefit of the use of thematic areas is that it will allow the force to obtain detailed and significant information from victims around the areas that most affect them to allow vital opportunities for improvements. There are dis-benefits associated with this in that by changing the current processes there will not be a comparable data set for immediate comparison. Further consultation is underway between the Head of Connect Gwent and the Chief Superintendent of Neighbourhoods to establish the next steps to be taken.

2. Crime Prevention

In October and November the Force ran specific operations to prevent potential criminal offences from occurring.

Operation Bang (Newport)

Operation Bang was a force wide multi agency approach to crime and anti-social behaviour leading up to and over the Halloween and Bonfire night period. The approach that Newport LPA provided led by Insp Sarah Davies is worthy of further focus.

The operation commenced in September 2017 where representatives from Engagement and Enforcement agencies attended Task and Finish Group sessions, to ensure a seamless approach to issues that may arise across the city.

Organisations that attended the two multi agency meetings (Sept 12th and Oct 9th) included: Newport Live Positive Futures, N Gage, Newport Youth Service, County in the Community, Communities First, Newport YMCA, Preventions, Gwent Police, South Wales Fire and Rescue Service, Newport ASB Coordinators, Newport City Homes. The Engagement agencies planned and

mapped out a schedule of youth engagement opportunities from Oct 20th – November 5th. Enforcement agencies worked together to ensure multi agency resources were deployed into the areas that needed it.

Planned Interventions

A multi-agency schedule was completed to offer young people across the city a range of activities to take part in from October 23rd to November 5th. The schedule was then shared with all relevant partners to promote and advertise to young people. Youth interventions were delivered in areas of deprivation and those regularly discussed in relation to ASB and Crime.

Outcomes

Newport Live delivered their regular programme of activity across the city of Newport from 20th October – 5th November. Throughout this period, **1247** participants were engaged with **47** community sessions were delivered which equates to **95.5** hours of delivery time. Sessions were delivered in the following areas: Bettws, St Julians, Moorland, Somerton, Always, Ringland, City Centre, Stow Hill, Pill, Corporation Park, Gaer.

Newport Live hosted an annual football tournament for all communities to access with transport provided (via NCH funding). This resulted in **35** young people accessing the Newport International Sports Village Velodrome on the evening of the 4th November for Football, Badminton, Table tennis and food.

Newport Youth Service provided open access provision throughout the Operation Bang period with 180 contacts engaged. An event was delivered from the Newport Centre on Bonfire Night with 56 young people engaging in youth, sports, DJing and Substance Misuse awareness activities. Young people who are currently working with YOS were identified in the sessions and engaged well.

The engagement information was shared with all agencies to help promote the activities. The details of emergency contact points were also shared back to enable any issues or concerns to be dealt with promptly.

A 34% reduction of deliberate fires being set in Newport compared to the same time period in 2016.

3. Supporting Victims

3.1 Repeat Victims

The force monitors the number of repeat victims within the Gwent area and the support that is provided to them. It is monitored on a four month rolling calendar and identified trajectory in terms of offences against the victim and changes in terms of victimisation levels. At this time trend levels are not reported on however the system is being amended to allow this to happen.

Within the last four months (from the 7th September to the 7th January 2018) there have been 43 new repeat victims identified. Of these 8 have been victims within the last month (7th December to the 7th January 2018) with offending against the other victims having stopped. Within the investigations against these 8 victims the following current outcomes can be seen:

- The offences reported by four of them have been closed as no further action; evidential difficulties. These offences include historical rape allegations, criminal damage and violence without injury (no named offender)
- The offences against two of them relate to domestic abuse offences for which offenders have been identified and charged. A safety plan has been identified and is in place.
- The offences against one includes criminal damage, other theft (two offences) and violence against the person – the criminal damage and violence offence have had a named suspect attached who has been charged with the offences but the investigations into the other theft offences are on-going with no named suspect. A safety plan is identified and in place.
- The offences against the final victim relates to an on-going neighbourhood dispute and all offences (four) are currently under investigations. There is a neighbourhood action plan in place.

This information is available for local management teams through a QlikView* reporting application and is monitored through the management and performance meetings which are held.

3.2 Monitoring dangerous offenders

Following the successful introduction of the Paedophile on Line Investigation Team (POLIT)* (who monitor the sharing of indecent images online) the number of sex offenders identified and monitored within the community has increased significantly.



The success of the POLIT has resulted in an increase in the number of offenders in the community. In order to deal with the increase in demand to manage these individuals we have recruited and trained four new full time specialists. It is anticipated that on current trajectory, a further 2 specialist staff will be need to be recruited in 2018.

In 2015, National Sex Offender Management introduced a new intrusive and investigative assessment tool for all Registered Sexual Offenders – Active Risk Management (ARMS). This is an excellent model that is designed to identify and deal with risk issues but the impact operationally is significant with increased workload for specialist Officers. To date 45% of all Gwent RSO's have been assessed. This is an on-going piece of work however it is essential that the assessment conducted are in depth and high quality to accurately assess the risk presented.

4. Community Cohesion

4.1 Prevent Activity

Channel is part of the **Prevent** strategy. The process is a multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism. At the end of the last quarter (October to December) there were 10 open Prevent cases in Gwent. Referral numbers remained consistent through 2017.

Gwent currently has 4 Channel cases

As well as ongoing management of Prevent subjects, training of third sector and partner agencies remains a priority, including mental health teams, school governors and teachers, and scout leaders.

4.2 Good Practice

Gwent's Prevent Officer is based within the Diversity and Inclusion Team. This has resulted in a joined up approach to tackling hate incidents related to extremism, further opportunity to promote training and awareness to local communities that may be impacted, and has generally allowed for improved engagement around the Prevent agenda.

The Prevent Officer is increasingly involved in more complex cases which may not result in formal referrals into Channel, but require a sophisticated approach to managing multiple concerns. Often these cases involve young people, and impact on their education, family members and peers.

Recently, a school boy was arrested in relation to a 'terrorist attack plan' that was circulated amongst his peers. Due to the information available it was necessary to arrest the boy in question and he remained in custody until a second boy came forward to state he was responsible. There was considerable fallout from the incident, impacting on the original boy, his family and school friends.

After liaising with the school a meeting was arranged between the family and the Prevent Officer. It was necessary to answer numerous questions from the family who felt they had been unfairly treated, however after the session they felt satisfied that actions taken had been legitimate and reasonable (for example, providing reassurance around destruction of DNA and fingerprints taken).

The boy was given the opportunity to ask questions regarding the incident and stated he felt better for the experience. One of the issues raised was in relation to how the schoolboy would be treated by his peers. As a result a number of his friends were invited into a question and answer session with the Prevent Officer as there was a lot of confusion regarding the situation.

4.3 Equality and Diversity Team Update

Since September 2017, the following activity was conducted by the Equality and Diversity Team. Themed around the We Stand Together social media campaign, the team delivered a 2 week programme of community events and social media messages during Hate Crime Awareness Week, aimed at promoting community cohesion and preventing hate crime. A community football tournament attracted around 100 participants, bringing local Somali, Pakistani, Roma and refugee communities together. Hate Crime Workshops were delivered in Lewis boys school, in partnership with Newport Gwent dragons within the Tackle project (working with Pre NEET – not in education, employment or training, young people aged 14 – 16) and to our cadets. Young people indicated that as a result, they had a greater knowledge of hate crime and they were more likely to report a hate crime. Hate crime training and awareness continues to be delivered to all new CSOs and Police Officers. Transferees also receive an input, and externally, sessions have been developed for local community groups, Mosques and disability networks.

Academi Policesol, a 6 week course run specifically for young asylum seekers and refugees concluded successfully in September. The course, designed to improve confidence in the Police and encourage successful integration, has led to the development of Academi Cadets, a cadet programme for non-English speaking young people which will commence in the Spring. A standard 4 week Policesol course was delivered to new arrivals from Syria and Sudan during October. All candidates completed a perceptions of the police exercise prior to the course and during the last session. Attitudinal change was evident, with students viewing the police as “scary” “corrupt” and likely to treat people unfairly at the start of the course. On completion the police were described as “fair” “friendly” and people that work to protect the public.

BAME (Black, Asian and Minority ethnic) police officer applicants during June’s recruitment round were supported through the Autumn with mentors, assessment centre preparation sessions and interview guidance as part of ongoing positive action work. This resulted in 6 BAME candidates successfully completing the process, equating to 6.5% of the total number of

recruits. This support is continuing through the most recent round of recruitment which is underway.

Workforce data is currently under review in order to inform a Representative Workforce Strategy and Plan, focussing on recruitment, progression and retention in relation to gender, disability, sexual orientation, gender identity and race. Initial findings will be presented to the Wellbeing and Diversity Board at the end of January 2018.

Work is ongoing with Learning and Development and South Wales Police to deliver the Positive Action Leadership (PALS) programme. PALS is targeted at BAME officers at Police Constable rank who wish to progress either upwards or laterally. 5 BAME officers have been identified and supported to complete this year long programme which commences at the end of January 2018.

4.4 Risks/Challenges

Rise in hate incidents - Gwent Police has seen the most significant increase in recorded crimes when comparing 15/16 and 16/17 financial years (over 90%). Already, figures for the year to date indicate a further rise. The Team's Hate Crime Support Volunteer will be retiring at the end of January, reducing capacity.

- A review of current local hate crime processes to manage complex or high risk cases has been undertaken and centrally, weekly audits are now focussed on identifying and prioritising high risk incidents which require a multi-agency approach to resolve. These cases will be managed and updated via the investigation log on NICHE and a cloud-based system for information sharing with other agencies is being explored.
- An additional number of Hate Crime Support Officers are being trained in order to ensure that victim satisfaction levels remain high (last measure indicated overall satisfaction levels of 87% compared to non-hate crime at 81%. Satisfaction with Treatment was at 92%)

Hate incident data – QlikView has been unable to provide data relating to volume, type and outcome of hate incidents (crime data was unaffected)

- A QlikView page has been created which is able to separate hate incidents from crimes. The page is functional and has been utilised to provide HMICFRS with accurate data as part of their inspection request in December, but is not yet live.

Victim Support Referrals – a high volume of hate crime victims (around 50-70 per month) were not included in the automated data transfer (ADT) to Victim Support, meaning that the offer of victim services was not being made.

- Analysis of occurrences which have not been transferred to Victim Support has been undertaken. The majority of crimes were not transferred for

legitimate reasons, for example, victim services were declined, individual victim not identified or offences against the state or out of force area. However, a significant proportion were not transferred either because a) they had no victim linked to the occurrence b) the Victim Services box was left blank

- The Crime Management Unit Manager has flagged both issues with all staff for oversight, and a 'mop up' ADT will run at the end of every week
- Monthly cross checking with Victim Support data is ongoing to monitor transfer rates and pick up any cases which may require victim services that haven't been included as part of the ADT.
- An in depth analysis will be repeated in January to allow CMU staff time to ensure necessary changes are made, and the 'mop up' transfer to take effect. It is anticipated the January analysis will evidence an improvement of transfer rates.

5. Tackling Anti-Social Behaviour

Anti-Social Behaviour saw a decrease from 1824 incidents in October to 1517 incidents in November, a reduction of 16.8%. This takes it significantly below the monthly average of 1735 incidents. The West LPA saw the number of incidents decrease by 17.1% (-151 incidents) in from 1032 to 881 incidents which is well below the monthly average of 996.

The East LPA saw a similar drop in incident numbers of 19.8% (-156 incidents) falling from 790 to 634 which again is also below its monthly average of 717. Significantly both LPA's are recording figures below the 3 year average for November.

5.1 Understanding effectiveness of work with public and private bodies to prevent anti-social behaviour, crime and disorder

A "Public Space Protection Order" on Cwmbran Town Centre came into being in April 2017 this was with a view to reduce both ASB and public order offences on the town centre and surrounding car parks. Officers worked with the local authority community safety team, private security, supermarkets and individual shop keepers and worked towards a structured action plan in order to reduce offending.

Cwmbran Centre (private landlord that own the Cwmbran shopping estate) have renewed their community safety accreditation scheme and all members of their security team have now been afforded the extra power to require the name and address if individuals are found to be committing offences Training for this was provided by Gwent Police training department at Vantage Point in 2017.

The next steps are to provide the security team with the power to issue tickets for disorder on behalf of the police.

To date anti-social behaviour on the town centre has been reduced by 7%.

5.2 Identifying and sharing best practice

Chief Inspector Morgan has facilitated two Neighbourhood Policing days attended by all NPT Sergeants along with a number of CADROs, NPT PCs and CSOs. These days were utilised to highlight some of the excellent initiatives that are being undertaken force wide but may be limited to individual sections or LPA's. Best practice was shared across the force and a number of initiatives contained in this document were highlighted.

5.3 Developing an evidence base that works

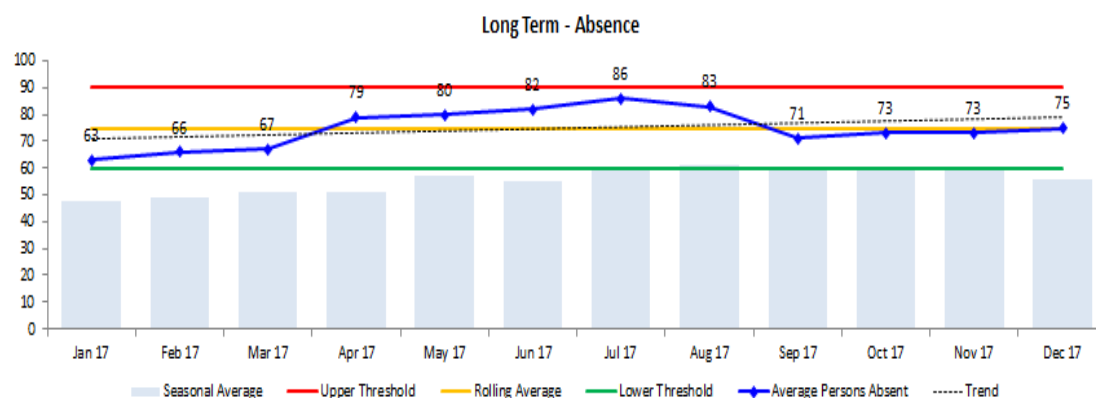
All neighbourhood action plans are now stored in NICHE. Although this is an excellent tool to ensure we capture and evidence activity it was difficult to search for these without the specific NICHE occurrence number.

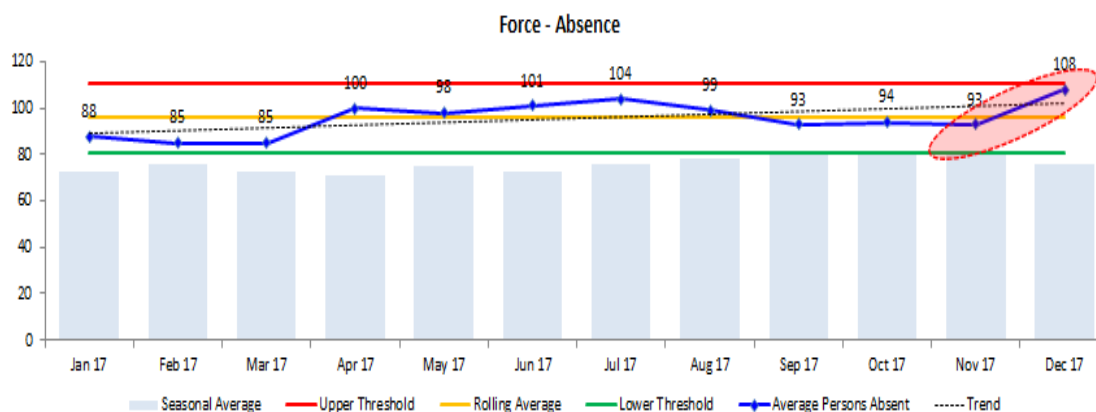
A Qlikview app has been developed to allow officers to search for actions plans across geographical areas. This allows supervisors and leaders across the force to dip sample activity but also allows neighbourhood officers to view other action plans in order to learn what works.

6. Effective Service Delivery

6.1 Wellbeing and Attendance

As with all police forces in England and Wales, levels of sickness absence and associated days lost continue to place a significant strain on resources. We recognise that policing is a truly unique and challenging role, we are fully committed to protecting their health and wellbeing. Since 2015/16 we've continued to see an increase in sickness absence levels related to psychological stress. This has been a priority area for us and extensive work has been undertaken as well as dedicated resources being made available.





The total duty days lost over the last 3 financial years has continued to decrease, with a 16% reduction in 2016/17, a projected 5% reduction in 2017/18.

There has been a rise in sickness in October and November which is disappointing and this has been specifically affecting short term absence patterns the reasons for this are currently being reviewed by the Force.

Over 50 people have volunteered to become wellbeing ambassadors and will be trained to signpost people early to support services. Results of the staff survey and wellbeing are inherently linked and a specific piece of work is being undertaken to respond to this feedback and ensure that this work is linked with the Health and Wellbeing Strategy. It is also hoped that the increase in police officer numbers will also see improvements to levels of sickness absence. 157 new officers and 26 transferees will have been recruited in 2017/18; this will enhance numbers on the front line and provide greater levels of resilience.

The force is at the early stage of what is a huge culture shift, not only for leadership and management to get better at addressing the issues affecting the workforce and investing in prevention, but in seeing a change in the way that we all perceive and consider our own physical, mental and social wellbeing.

The areas highlighted below give a flavor of some of the arrangements we have now have in place to support officers and staff across the force, this is part of our ongoing commitment to improve and enhance our wellbeing provision.

- **Occupational health provision** – management referrals, counselling, physiotherapy, medicals, vaccinations etc. are all coordinated through this provision. Our 'vulnerable groups' e.g. Public protection Unit) receive an annual assessment with a trained counsellor, this is in addition to monthly 121's with supervisors.
- **New management of attendance policy** – this will be rolled out in April 2018, changes have been made following consultation and

engagement sessions. Support is provided to individuals; however, there are also robust arrangements in place to manage sickness absence.

- **Management of attendance meetings and performance** - monthly absence performance meetings are held across the force where supervisors are held to account. 'Hotspots' and trends are also discussed on a monthly basis at absence and wellbeing group meetings, Wellbeing and Diversity Board and also the Scrutiny Performance and Executive Board.
- **Resources** - dedicated HR resource has been made available to help with improving levels of sickness absence. HR business partners also work locally to drive improvements and ensure robust management. A dedicated mental health Inspector is also in place as well as dedicated resources in the Force Control Room to work with officers dealing with individuals with mental health issues, this intervention provides additional support to our officers and staff.
- **Trauma Risk Management (TRiM)** – This is a peer delivered psychological support system designed to allow us to proactively support staff in the wake of traumatic events. Training was delivered to 90 individuals between September and November 2017 and we've successfully started using this model across the force.
- **Trauma Resilience Programme** – Following the successful pilot of a bespoke trauma resilience programme, this will now be delivered over the next 3 years, commencing in March 2018. We're the first force to implement this and will be utilising the latest virtual reality training environment to support the roll out. The Police Dependents Trust (PDT) has supported this initiative with £150k.
- **Health Screening** – we've worked with Police Mutual and the Police Federation to provide over 300 health screenings in the last 12 months. A number of individuals have been referred to GP's for follow up appointments. We're currently scoping the possibility of providing a health check for every employee.
- **Fitness Buddy** – we've identified a group of officers and staff across the force who have personal training qualifications. They will work with individuals who are having difficulty with the operational safety training, and provide support, advice and time to those who are identified by Operational Safety Training officers, Occupational Health and line managers.
- **Care First (Employee Assistance Programme)** –this is a free, confidential and independent service available to all staff 24 hours a day, 7 days a week, 365 days a year and is accessible by phone or

online. The EAP also provides short term face-to-face counselling to help staff get back on track.

- **Mental Health** – we've still a huge amount to do in this area. We dedicated a Force Training Day to this area in November 2017 which covered nearly 1000 officers and staff. MIND Cymru are also delivering training to all line managers and wellbeing ambassadors in 2018/19. Also, given the clear evidence between physical activity and improved mental health, the number of gyms available in force has been increased.
- **Line Manager Training** – we piloted training for Sergeants in September 2017. The feedback on this has been extremely positive, this will be rolled out to all line managers across the Force in 2018/19 – this specifically relates to managing attendance; having difficult conversations and negotiation.

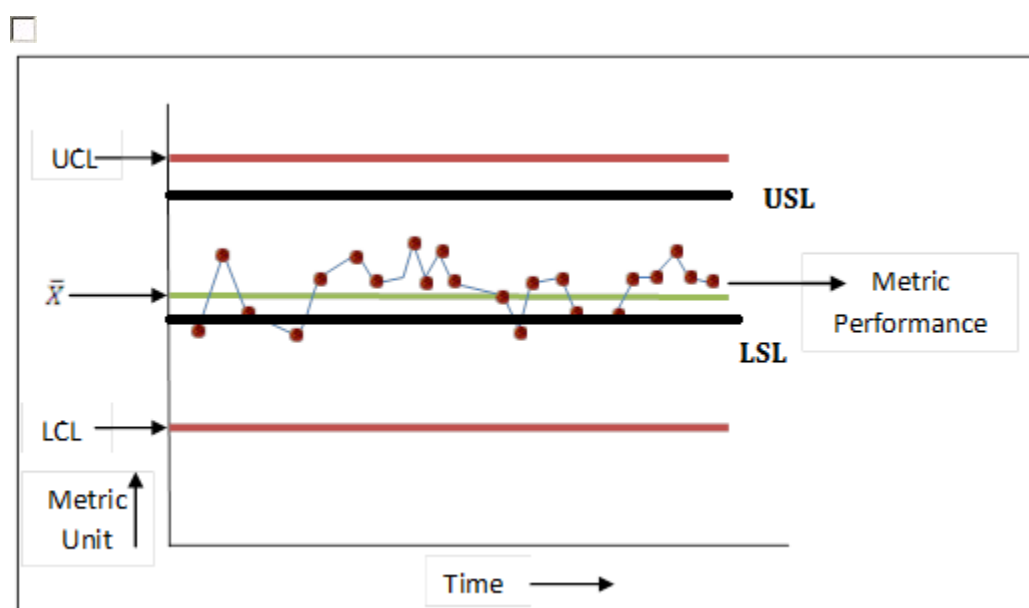
Glossary

1. Upper Control Limit (UCL)

Specification limits are the targets set for the process/product by customer or market performance or internal target. In short it is the intended result on the metric that is measured.

Control limits on the other hand are the indicators of the variation in the performance of the process. They are the actual values that the process is operating on. It is the real time value.

The below diagram shows how, Specification limits and Control limits can vary.



UCL, LCL – Upper Control Limit and Lower Control Limit respectively, a center line is drawn at the value of the mean of the statistic “x”

Violence without injury

Offences where violence is technically “offered” in some form no physical injury occurs. This includes the following crime types:

Conspiracy to murder, threats to kill, cruelty to children and young persons, child abduction, procuring illegal abortion, kidnapping, assault without injury on a constable, assault without injury, racially or religiously aggravated assault without injury, modern slavery.

Outcomes

There are now a range of disposals available to the police to deal with offenders and secure an effective justice outcome. These are designed to provide an alternative outcome to the formal justice system. These fit into three overarching categories, Detection, Neutral Outcome, Other Positive Outcome. The link below is helpful

<https://www.app.college.police.uk/app-content/prosecution-and-case-management/justice-outcomes/>

Voluntary Attendance

Whilst the power of arrest must never be used simply because it can be used and PACE Code G1.3 requires that an officer should always consider if the necessary objectives can be met by other, less obtrusive, means, it is for the arresting officer to make the operational decision as to whether or not it is necessary to arrest a suspect.

Where an arrest is not deemed necessary people may be interviewed out of custody. Voluntary attendance is covered under section 29 of PACE 1984 and states, “where for the purpose of assisting with an investigation a person attends voluntarily at a police station or at any other place where a constable is present or accompanies a constable to a police station or any such other place without having been arrested -

- (a) he/she shall be entitled to leave at will unless he is placed under arrest;
- (b) he/she shall be informed at once that he is under arrest if a decision is taken by a constable to prevent him from leaving at will.

Anti-Social Behaviour Personal

‘Personal’ is designed to identify ASB incidents that the caller, call-handler or anyone else perceives as either deliberately targeted at an individual or group or having an impact on an individual or group rather than the community at large. It includes incidents that cause concern, stress, disquiet and/or irritation through to incidents which have a serious adverse impact on people’s quality of life. At one extreme of the spectrum it includes minor annoyance; at the other end it could result in risk of harm, deterioration of health and disruption of mental or emotional well-being, resulting in an inability to carry out normal day to day activities through fear and intimidation.

Anti-Social Behaviour Nuisance

'Nuisance' captures those incidents where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims. It includes incidents where behaviour goes beyond the conventional bounds of acceptability and interferes with public interests including health, safety and quality of life. Just as individuals will have differing expectations and levels of tolerance so will communities have different ideas about what goes beyond tolerable or acceptable behaviour.

QlikView

Our Force business intelligence and performance management tool.

POLIT

Our Paedophile Online Investigation Team (POLIT) are a team of experts dedicated to safeguarding children by detecting online abuse and prosecuting offenders for the possession and distribution of indecent images of children (IIOC).

The team work closely with the national agency Child Exploitation and Online Protection (CEOP) who tackle internet child abuse across all policing areas.

Police and Crime Commissioner Questions on Gwent Police Performance Report

The Gwent Police Organisational Performance Report will be presented to the Strategy and Performance Board on a quarterly basis and discussions are minuted and published. In this instance, as the Police and Crime Panel meeting falls prior to the Strategy and Performance Board, questions have been drafted in order to facilitate the scrutiny process.

These are the questions that should be addressed by the Force Organisational Performance Report every time. The PCC expects the information provided within the performance report to cover the following areas.

General Questions

- What are the headline performance issues?
(Include relevant data/ indicator/ measure and relevant time period with comparison)
- Why are they headlines?
- What is being done about them?
- What is the outcome/impact?
- How does the activity help to meet the Police and Crime Plan priorities?

Specific Questions on the January 2018 Performance Report

In relation to the report due to be submitted to the next Strategy and Performance Board, potential questions to the Chief Constable include the following.

- Is any action being taken in relation to the drop in timeliness of first case hearing files submitted by officers in the East? Are current levels good in comparison to other forces?
- In relation to the numbers of investigations per crime type, could you explain how this information is used?
- Are there any documented outcomes from the positive activity undertaken in relation to Operation Bang?
- As action by the POLIT team increases, there will be a higher number of sex offenders who will require monitoring. What action is being taken by the Chief Constable to address this demand?
- Is there any performance data in relation to Engagement activity? Can any positive outcomes be evidenced?

- We are aware that there has been substantial activity on raising awareness of 101, how it works and how to use it most appropriately. Has there been any impact on figures as a result?
- How often is a caution the outcome of the criminal justice process and does this level seem appropriate?
- How many Hate Crime Support Volunteers are there?
- Is there any feedback from the PoliceSol activity?
- In relation to tackling ASB, the activity undertaken has been very positive, have any impacts or outcomes been captured? Particularly in relation to feedback from local elected members.
- There has been an increase in sickness levels at the end of the calendar year. We are aware that immediate action was taken to try and address this. Is it too early to see whether this action had any immediate effect?

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OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police and Crime Commissioner for Gwent's Budget Requirement and Council Tax Precept Proposal 2018/19

DATE: 26th January 2018

TIMING: Routine

PURPOSE: For Decision

1. RECOMMENDATION

That the Police and Crime Commissioner for Gwent (Commissioner) considers the budget proposals and background information covered in the Annex and Appendices to this submission and approves, subject to consultation with the Police and Crime Panel:

- (i) A budget requirement for 2018/19 of £123,581,044;
- (ii) The planned efficiency savings in 2018/19 of £0.183m and further planned efficiency savings of £5.865m (totalling £6.048m) detailed in Appendix 4b of the Annex to this submission;
- (iii) The further proposed utilisation of the Reserves and Committed Funds (Appendix 5);
- (iv) The initial Capital Programme as described in Appendices 6a and 6b; and
- (v) The 2018/19 proposed Council Tax Precept to be levied in respect of general expenses of £52,094,255. (equivalent to a Council Tax Band D of £239.11) and that this sum be apportioned to each City/County/County Borough Council according to the following table:

Unitary Authorities	£	Tax Base Band D Equivalent
Blaenau Gwent	4,825,228	20,179.95
Caerphilly	14,333,212	59,944.01
Monmouthshire	10,972,244	45,887.85
Newport	13,979,688	58,465.51
Torfaen	<u>7,983,883</u>	<u>33,390.00</u>
Total	52,094,255	217,867.32

The Council Tax Precept shown in the above table generates the following amounts of council tax for the various bands:

Council Tax Band	£
A	159.41
B	185.97
C	212.54
D	239.11
E	292.25
F	345.38
G	398.52
H	478.22
I	557.92

2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The Commissioner is required to determine the budget for 2018/19 and then set the Council Tax Precept following consultation with the Police and Crime Panel. The greater part of the budget will be allocated to Gwent Police for operational purposes, but an element needs to be retained to cover the cost of the Office of the Police and Crime Commissioner and the commissioning of services from organisations other than Gwent Police.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>In determining the budget requirement for 2018/19, the Commissioner has had regard to the Police and Crime Plan 2017/21; the Policing Vision 2025; the Strategic Policing Requirement; the Chief Constable's view of the financial resources required to deliver the operational requirements of the Plan; the level of resources to be allocated for commissioning other than from the Chief Constable; and the cost of running the Office of the Police and Crime Commissioner.</p>
4.	<p><u>NEXT STEPS</u></p> <p>The Police and Crime Panel are required to review the proposed Council Tax Precept and make a report to the Commissioner on the proposed Council Tax Precept (whether it vetoes or not) by the 8th February 2018.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>This is a major financial report with clear financial implications. These are fully articulated within the Annex and Appendices.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The majority of the Policing and Crime Budget covers Police Officer and Police Staff salaries and employer's contributions. It follows that in the current situation, where Central Government Grant Funding is reducing in real terms, the overall Police Officer and Police Staff establishment numbers will inevitably fall. Addressing the situation in a sensible and timely manner as part of budget preparation demonstrates the actions of a good employer.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>Setting the budget requirement and Council Tax Precept are statutory responsibilities of the Commissioner.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p> <p>In preparing this report, consideration has been given to the requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.</p>

9.	<u>RISK</u> A timely decision on the Council Tax Precept will minimise the risk of failing to achieve the statutory deadline.
10.	<u>PUBLIC INTEREST</u> This report will be placed on the websites of both the Commissioner and the Police and Crime Panel.
11.	<u>CONTACT OFFICER</u> Darren Garwood-Pask, Chief Finance Officer to the Police and Crime Commissioner for Gwent.
12.	<u>ANNEXES</u> A - Revenue Budget and Capital Programme 2018/19

POLICE & CRIME COMMISSIONER FOR GWENT

REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19

COMMISSIONER'S INTRODUCTION

1. As the Police and Crime Commissioner for Gwent (Commissioner) I am required to set a five year Police and Crime Plan and the Annual Budget requirement including the police precept element of the council tax (Council Tax Precept). My Police and Crime Plan is reviewed annually in line with the joint Office of the Police and Crime Commissioner (OPCC) and Force Strategic, Financial and Planning process. My current plan was launched in May 2017 and is fully considered as part of the budget proposal.
2. My vision is that the people of Gwent have confidence in their crime and policing services which make them feel safe in their communities. I have five strategic priorities on which the Police and Crime plan is based:
 - a) Crime Prevention;
 - b) Supporting Victims;
 - c) Community Cohesion;
 - d) Tackling Anti-Social Behaviour; and
 - e) Effective Service Delivery.

It is within this context that I commend the following paper to you.

BACKGROUND

3. The Commissioner is required to determine the Police and Crime Budget for 2018/19 and set the Council Tax Precept, prior to 1st March 2018, after taking into account the views of the Police and Crime Panel in relation to the level of Council Tax Precept.
4. The Commissioner must also make arrangements, before the first Council Tax Precept for a financial year is issued, to obtain the views of:
 - a) The people in that police area; and
 - b) The relevant ratepayers' representatives,on the proposals of the Commissioner for expenditure (including capital expenditure) in that financial year.

5. In setting the budget, due regard has to be taken of the Prudential Code which requires at least three year projections of expenditure, both in revenue and capital terms, in order to identify funding requirements and assess the affordability and sustainability of planned expenditure. Whilst developing proposals for providing a balanced revenue budget and affordable Capital Programme in 2018/19, the report will include the longer term financial issues facing the police service in Gwent and the wider portfolio of the Commissioner's responsibilities.
6. The bulk of the resources available to the Commissioner will be needed to cover operational policing. Robust processes have been developed over many years within the Force, to quantify the budgetary resources required to provide the people of Gwent with an effective, efficient and sustainable police service. The budgetary process commences early in the financial year, providing detailed Medium Term Financial Projections (MTFPs) and identifying new burdens and pressures. These projections are constantly under review and the latest updates are attached as appendices to this report. These projections, particularly the unavoidable service pressures and budget developments, have been fully scrutinised by the OPCC.
7. The 2018/19 budget setting round is the third year of the 2015 Comprehensive Spending Review (CSR) which, in common with the preceding 2010 and 2013 CSR periods, has required the delivery of significant financial efficiencies and budget reductions. It is anticipated that this theme will continue for the life of this Parliament through subsequent CSRs. The Staying Ahead Programme was initiated by Gwent Police to address these efficiency requirements and to the end of 2016/17, has delivered cumulative recurring savings of £42.069m. The 2017/18 savings target of a further £7.245m will be met this year through the continuing success of the Staying Ahead Programme.
8. The future financial challenge to 2022/23 is exacerbated by the Home Office's (HO) review of the Police Funding Formula. By way of background, once the overall size of the policing budget is determined by the HO (via the CSR), then the amount of funding provided to respective Commissioners is determined by the Police Funding Formula. It has been well publicised that the current formula is out-dated, overly complex, opaque and in need of review. Following a 'false start' to the review process during the latter half of 2015, the review was brought back on track with a hope to produce its findings by February/March 2017, with implementation for the 2018/19 financial year. However, it is believed that with the significant implications of the Brexit negotiations; the result of the 'snap' General Election in June 2017; and the significant increase in the threat of terrorism, the implementation has been delayed. Indeed, in the Provisional 2018/19 Police Funding Settlement (Provisional Settlement), which was announced in a Written Ministerial Statement (WMS) by the Minister of State for Policing and the Fire Service Nick Hurd MP on Tuesday 19th December 2017, the Minister states: "I am grateful for the work of the Core Grant Distribution Review, earlier this year, which considered potential changes to the police funding formula. In the context of changing demand and following my engagement with police

leaders¹, providing funding certainty for 2019/20 is my immediate priority. It is intended that the funding formula will be revisited at the next Spending Review.” It is assumed therefore any impact will not occur until the 2020/21 financial year following a potential 2019 CSR.

9. Importantly however, early exemplifications from the HO received during 2015 (showing the effect of the then revised Police Funding Formula being suggested), identified a £6m cut in Central Government Grant Funding for Gwent. It could be expected therefore, that the HO will continue with their approach following the significant amount of work undertaken to date. Therefore, from the 2020/21 financial year onwards, the Commissioner could be faced with a £6m cash cut in addition to the underlying cuts forecast from the effect of the Government’s austerity programme. It is also likely that this cut will not be actioned in one fell swoop, but transitional arrangements will affect the cut over a number of financial years.
10. On the 22nd November 2017, the Chancellor of the Exchequer, Rt. Hon. Philip Hammond MP, made his Autumn Budget 2017 announcement in the House of Commons. This was the Chancellor’s first *Autumn* Budget. Alongside the Autumn Budget, the Office for Budget Responsibility (OBR) published its Economic and Fiscal Outlook (EFO), containing its forecasts for the economy and the public finances. In terms of economic and public spending headlines, the Autumn Budget confirmed:
 - a) Gross Domestic Product (GDP) is predicted to grow by 1.5% in 2017. This is 0.5 percentage points less than the 2.0% predicted in the 2017 Spring Budget (the first post-Brexit forecast). For each year to 2021, growth forecasts have been revised down from those in the 2017 Spring Budget. These revisions mainly reflect revisions to productivity forecasts;
 - b) Consumer Price Index (CPI) inflation has been revised up for 2017 but aligns with previous medium term forecasts. In 2017, CPI Inflation is now forecasted at 2.7%; this is expected to be followed by rates of 2.4% and 1.9% in 2018 and 2019 respectively and 2.0% thereafter;
 - c) The OBR forecasts that debt will peak at 86.5% of GDP in 2017/18, the highest it’s been in 50 years. It is then forecast to reduce to 79.1% by 2022/23. This corresponds to deficit forecasts of 2.4% of GDP for 2017/18 reducing to 1.1% by 2022/23. This is consistent with the 2016 Autumn Statement, which confirmed that the Government has scrapped its target to be in budget surplus by 2019/20;
 - d) Employment remains near the record high set earlier this year which was its lowest rate (of 4.3%) since 1975;
 - e) £3bn has been set aside over the next two years to ensure a smooth Brexit transition. This is in addition to the £700m already invested;

¹ The Minister’s first visit in his programme of engagement was to Gwent on the 7th July 2017, where he met the Commissioner, Deputy Commissioner, Chief Finance Officer, Chief of Staff and Assistant Chief Constable.

- f) As part of the 2016 Spring Budget, the Government announced that public spending would be reduced by a further £3.5bn over and above CSR 2015 plans in 2019/20. An Efficiency Review was launched to help deliver this. To date, £2.4bn has been delivered, but given potential new spending and administrative pressures faced by Government Departments in 2019/20, the Government has decided not to proceed with the remaining £1.1bn reduction in spending in that year; and
 - g) Council tax receipts, levels and taxbases are forecasted slightly higher than the corresponding March 2017 figures.
11. Aside from the relative information above, the Autumn Budget provided no specific information of the impact on police and crime budgets. At this stage therefore (i.e. late November 2017), it could only be assumed that Government Department spending plans set out in the CSR 2015 would remain in place – i.e. that ‘flat cash Central Government Grant Funding’ could be expected for next financial year, assuming that locally determined Council Tax Precept increases are maximised (at least a 2% increase) and council tax bases grow consistently nationally (by at least 0.5%).

PROVISIONAL SETTLEMENT

12. As stated in paragraph 8 above, the Provisional Settlement was announced in a WMS by the Minister of State for Policing and the Fire Service Nick Hurd MP on Tuesday 19th December 2017. The Welsh Government (WG) also published their Provisional Settlement for Welsh Commissioners on the same date. Both documents outline the provisional levels of Central Government Grant Funding for Commissioners for 2018/19. The publication of the Draft 2018/19 Police Grant Report marks the start of the consultation period which ends on the 16th January 2018, with the Final Settlement being issued shortly after this date.
13. An integral part of the Police Settlement identifies the movement in finances from the overall national Government funding available for policing and crime services, to what is actually allocated to individual Commissioners. This movement takes account of ‘reallocations’ (previously known as topslices), from the HO’s overall police and crime budget into other parts of HO policing responsibilities. Each has an impact upon the amount of funding ultimately awarded to Commissioners through the Provisional Settlement and the 2018/19 reallocations are highlighted below:
- a) The funding for police technology will be increased from £417m to £495m, to support the new Emergency Services Network (ESN); Home Office Biometrics; the National Law Enforcement Data Service; and the new national Automatic Number Plate Recognition (ANPR) service. These technology programmes will provide the national infrastructure that the police need for the modern communications and data requirements,

thereby delivering substantial financial savings and productivity gains in future;

- b) The Police Transformation Fund (PTF) will be maintained at £175m, which the Government expects to support an improvement in the leadership and culture of policing; the diversity of its workforce; protection of vulnerable people; cross-force specialist capabilities; exploitation of new technology; and how policing responds to changing threats;
 - c) £93m will be provided (up from £50m) for the discretionary Police Special Grant contingency fund, which supports forces facing significant and exceptional events which might otherwise place them at significant financial risk (for example, helping forces respond to terrorist attacks). The increase in funding in 2018/19 reflects both an assessment of potential need after heavy demand for Special Grant this year and the specific costs likely to be incurred for the policing operation at the Commonwealth Summit;
 - d) Existing Arm's Length Bodies (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the College of Policing, the Independent Police Complaints Commission (as it becomes the Independent Office for Police Conduct) and the Gangmasters and Labour Abuse Authority) will receive broadly the same level of funding as in 2017/18 (£54m). Additional Arm's Length Body funding of £9m reflects the need to set up a new Office for Communications Data Authorisations following clarification by the courts of the legal requirements for independent scrutiny of requests for communications intercepts; and
 - e) Finally, the HO will also maintain Private Finance Initiative (PFI) obligations (£73m); support police bail reforms (£4m – down from £15m); and top-up National Crime Agency funding and Regional Organised Crime Unit grants (from £28m to £42m) to ensure these are maintained at flat cash, in line with police grant.
14. As a rule of thumb, the local financial impact (i.e. to the Commissioner's budget in Gwent) of any reallocated amount, equates to 1%. Therefore, the overall 2018/19 reallocations of £945m above equates to a potential loss of £9.45m of Central Government Grant Funding into Gwent.
15. Within the overall Provisional Settlement, the Metropolitan Police Service, through the Greater London Authority, will continue to receive National and International Capital City (NICC) grant funding worth £173.6m. The City of London Police will also continue to receive NICC grant funding worth £4.5m. This is in recognition of the unique and additional demands of policing the capital city of the United Kingdom. No such allocation is provided in recognition of Cardiff's status as the capital city of Wales and the associated events held there that draw resources from South Wales Police and its neighbouring forces. The HO have been lobbied on this matter for a number of years, but considers the additional demand that Cardiff's status creates to be comparable with a large English city such as Bristol. Furthermore, in future

dialogue with the HO in a similar vein, the resultant demand upon policing in Gwent as a result of the expansion of the International Convention Centre for Wales at the Celtic Manor Resort will have to be considered.

16. In the last two financial years 2016/17 and 2017/18, the Government maintained broadly 'flat cash' Commissioner budgets by reducing Central Government Grant Funding as local Council Tax Precept increased. Had the Government taken that approach to the Provisional Settlement, Central Government Grant Funding would have reduced by over £60m (an impact of around £0.6m for Gwent). However, in recognition of the increasing demands on policing, the Government have altered their approach for 2018/19 and intend to 'protect' the Central Government Grant Funding which ultimately reaches Commissioners. This means in 2018/19, each Commissioner will receive the same amount of Central Government Grant Funding as they did in 2017/18. The Government's intention to 'protect' Central Government Grant Funding is therefore somewhat misleading, in that unavoidable increases in policing expenditure, such as inflation, the lifting of the public sector pay cap and specific service pressures, will need to be met from a combination of cashable efficiencies elsewhere in the budget and local Council Tax Precept increases. The headline 'standstill' cash settlement in the Provisional Settlement still amounts to a 'real term' cut in overall funding, even after the proposed increase in Council Tax Precept in 2018/19 is factored in.
17. The background to the Provisional Settlement is one of recognition of the shift in the pattern of demand on police time and resources. It remains true that crime (as traditionally measured by the Independent Crime Survey for England and Wales – widely regarded as the best long-term measure of the crime people experience) is down by more than a third since 2010 and 70% since its peak in 1995. However, the Government now recognises that there have been material changes in the demands on policing since CSR 2015, with demand from crimes reported to them growing and shifting to more complex and resource intensive work such as investigating child sexual exploitation (CSE) and modern slavery. At the same time the terrorist threat has changed. The 24% growth in recorded crime since 2014/15 comes from more victims having the confidence to come forward and report previously hidden crimes, better recording practices by the police – both of which are to be welcomed – but also includes some concerning increases in violent crime.
18. The Minister of State for Policing and the Fire Service has also outlined his intention that in order to assist with more efficient financial planning, he will provide Commissioners and Chief Constables greater visibility on financial plans for 2019/20. To this end, he has made clear his intention to maintain 'broadly flat' Central Government Grant Funding in 2019/20; however this is dependent upon the police service delivering clear progress against agreed milestones on productivity and efficiency during 2018/19.
19. It should be noted that in relation to the Provisional Settlement, a number of remaining specific grants and external funding arrangements for 2018/19 are yet to be finalised (e.g. Counter Terrorism Specific Allocation (CTSA), Safety Camera Enforcement Unit, Police Community Support Officer (PCSO) and

local partner schemes, etc.). This report has been prepared on the assumption that funding will remain at the 2017/18 levels.

20. At the time of writing however, WG funding of £0.5m for Tarian (the Regional Organised Crime Unit of the three Southern Wales Police Forces) has been removed for 2018/19. HO funding and respective Force contributions are expected to remain the same; therefore the cut in funding will need to be absorbed by the Unit.
21. Furthermore, from 2019/20 onwards, WG funding for the All Wales Schools Liaison Core Programme (AWSLCP) Officers in Gwent (expected to be £0.401m in 2018/19) will be withdrawn. The WG intention is to embed the substance misuse element of the AWSLCP into changes to the schools' curriculum. Gwent Police are already planning for this transition.
22. The revenue support from the WG for Gwent's PFI funded Ystrad Mynach Police Station and Custody Suite, totalling £0.566m, is excluded from the Provisional Settlement. However, it has already been separately confirmed, as it is provided to meet the specific requirements of the scheme.
23. Furthermore, 2018/19 funding for the 101 whole time equivalent (wte) WG PCSOs is subject to a separate confirmation process, which is currently estimated to amount to £3.333m.
24. Since 2013/14, Commissioners have received Ministry of Justice (MoJ) funding to provide services to victims of crime. For the 2017/18 financial year, Gwent received £0.682m in grant which is used exclusively to support Connect Gwent (the Victims' Hub) and provide additional services for victims of crime. At the time of writing, it is still unknown what level of funding will be forthcoming from the MoJ for the 2018/19 financial year. Suffice to say, it is expected to be a reduction in the core element on 2017/18 levels and due to the importance of the service provided by Connect Gwent, its funding will be supplemented from the Commissioner's overall funding from HO, WG and Council Tax Precept.
25. The HO has provided a Provisional Capital Allocation for 2018/19 of £0.449m, which forms the basis of the draft Capital Programme. Consistent with the revenue grant in the Provisional Settlement, this is the same amount as 2017/18. However, it must be noted that this remains significantly lower than that received as recently as 2014/15 (which was then £1.100m). This continuing reduced allocation places a significant burden on Reserves and Committed Funds as well as revenue budgets, as to maintain an appropriate Capital Programme moving forward, the revenue budget will need to contribute through a revenue contribution to capital or through new borrowing costs. It should be noted that final allocations of Capital Grants will not be published until the Final 2018/19 Police Funding Settlement in late January/early February.
26. The latest MTFPs have been updated following receipt of the Provisional Settlement and indicate a small budgetary deficit could be achieved for the

2018/19 financial year of £0.126m (Appendix 1b, Line 20), increasing to a budgetary deficit of £10.885m by 2022/23.

COUNCIL TAX ISSUES (Appendix 1a)

27. For 2018/19, legacy Council Tax Freeze grants and Local Council Tax Support grants (totalling £507m) will continue to be available to Commissioners in England. Alongside this, the Government will provide further flexibility to Commissioners in England to increase their Band D Council Tax Precept by up to £12 per annum (p.a.) in 2018/19, without the need to call a local referendum. This flexibility will also be repeated for 2019/20. For comparison, a £12 p.a. increase in Band D Council Tax Precept in Gwent equates to a 5.24% increase.
28. In Wales, council tax capping is the responsibility of Welsh Ministers. At the time of writing, no further official announcement has been made by the WG in relation to the levels of Council Tax Precept rises over the forthcoming years which would be deemed unreasonable and therefore capped. Historically, indications have been given that increases in Council Tax Precept for police and crime purposes of up to 5% would not be considered unreasonable.
29. It has also been assumed that there will be no further impact from the Council Tax Support Scheme in Wales in 2018/19.
30. MTFPs that have previously been issued during this budget setting cycle have assumed Council Tax Precept increases of 3.99% p.a. over the five year projected period. This budget proposal however revises the 2018/19 Council Tax Precept increase to 4.49% and confirms council tax base growth in 2018/19 of 0.81%. The revision in the Council Tax Precept increase enables the Commissioner to set a balanced budget in 2018/19 after taking account of efficiency schemes; reflects the results of the public consultation exercise (see paragraphs 32 to 37 below); and importantly contributes to ensuring the maintenance of Police Officers and PCSO numbers (i.e. maintaining full establishment) over the next three financial years.
31. For future years, the Council Tax Precept increase reverts to 3.99% p.a. (based on current assumptions) and the council tax base growth has been estimated at 0.92% - the underlying average over recent years. Appendix 1a shows the impact that incremental changes on the Council Tax Precept rate would have on funding assumptions for 2018/19. As noted above in paragraph 11, originally, the Chancellor's overarching CSR strategy in relation to policing assumed that the 'maximisation' of increases in Council Tax Precept year on year over this Parliament, coupled with consistent national council tax base growth, would 'maintain' Commissioner's cash budgets. This has moved on somewhat with the Provisional Settlement in that Commissioner's 'flat cash budgets' have now been 'maintained' by Central Government Grant Funding alone. However, this new position still ignores the costs of new service pressures and budget developments and importantly, the impact of revisions to the Police Funding Formula; which will need to be met

by a combination of efficiency scheme savings, Council Tax Precept growth well over the original 2% assumption, and/or council tax base growth over the 0.5% original assumption.

32. To support the Commissioner's financial planning and to meet statutory requirements, an on-line public consultation regarding proposed Council Tax Precept increases was launched on 29th November 2017, with a closing date of 7th January 2018. The consultation provided not only contextual background to the Commissioner's financial situation in Gwent, but also Gwent Police performance and current areas of investment. The three questions set then asked respondents to tick 'yes' or 'no' if they were willing to pay an extra:
- a) 3.99% a year (equalling 18p a week extra for an average Band D property) to simply maintain police & crime funding over the medium term at current levels;
 - b) 4.99% a year (equalling 22p a week extra for an average Band D property) to increase police & crime funding over the medium term. This adds a further £0.5m to the budget (this amount equates to 10 police officers); and
 - c) 5.99% a year (equalling 26p a week extra for an average Band D property) to increase police & crime funding over the medium term. This adds a further £1m to the budget (this amount equates to 20 police officers).

Respondents could tick more than one option and 'free text' could also be provided. Furthermore, respondents were asked if they were resident in Gwent – if so, they were asked to confirm which Local Authority area they lived in.

33. The consultation was proactively publicised via paid promotion on social media (totalling £31), 'Gwent Now', local press and the Commissioner's website; as well as being shared with community groups, partner organisations, the third sector and Local Authorities. Paper copies were also completed at a local community event as well as being available in easy-read versions (on request) from the OPCC. The consultation was conducted bilingually in both electronic and paper format. All responses received electronically (bar one in Welsh) were through the medium of English. All paper copies received were conducted through the medium of English.
34. It was agreed prior to the launch of the consultation, that a representative sample size of 600 would be used, based on the entire population of Gwent. This provided the OPCC with a 95% confidence level that the answers received would be within +/- 4% margin of error on the actual results.
35. A total of 609 responses were received by the closing date (603 from Gwent residents), meaning a representative sample was achieved. The findings based solely on the returns from Gwent residents were:

- a) 68.0% of respondents supported a Council Tax Precept increase in 2018/19 of 3.99%;
 - b) 54.6% of respondents supported a Council Tax Precept increase in 2018/19 of 4.99%; and
 - c) 51.8% of respondents supported a Council Tax Precept increase in 2018/19 of 5.99%
36. From a prudent perspective, taking into account a negative swing in the margin of error (- 4% on the actual results), a 3.99% increase in Council Tax Precept is comfortably supported (64%); a 4.99% increase is borderline (50.6%); whilst a 5.99% increase (47.8%) is not supported by the majority of residents of Gwent, based on the sample size.
37. Whilst these findings are instrumental in assisting the Commissioner in setting his Council Tax Precept for 2018/19, the comments provided in the 'free text' element contain invaluable feedback to both the Commissioner and Chief Constable. As such, a detailed report has been prepared on this consultation which will be considered at the OPCC Executive Board on 30th January 2018.

MEDIUM TERM FINANCIAL PROJECTIONS 2018/19 to 2022/23 (Appendix 1b)

38. The latest MTFP is shown at Appendix 1b and the detailed assumptions, service pressures, budget developments, budgetary savings and efficiency schemes which support the projections, are provided at Appendices 2, 3, 4a and 4b.
39. Members will note that although a small budgetary surplus (after efficiency savings) could be achieved in 2018/19, this is to the backdrop of sustaining £49.314m of efficiency savings already accounted for up to and including 2017/18; the delivery of £0.183m of savings in 2018/19; and future uncertainties such as the implementation of the Police Education Qualifications Framework (PEQF). Moving forward, reflecting the Provisional Settlement in 2018/19 and 2019/20; estimating the impact of the next CSR and the Police Funding Formula review; and coupled with internal assumptions beyond this, present further funding pressures. It is forecast therefore that this will form a recurring funding deficit of £10.885m by 2022/23.

FUNDING ASSUMPTIONS (Appendix 2)

40. The following funding bases and assumptions (Appendix 2) have been incorporated within the current MTFP:
- a) Central Government Grant Funding (HOWG):
 - i Funding decreases on Central Government Grant Funding beyond 2020/21 of 2.00% - the rationale for increasing this cash cut from the

0% seen in 2018/19 and potentially 2019/20 is to take account of growth in future reallocations (as seen between 2017/18 and 2018/19) and also the inherent risk in the sustainability of public finances in the current economic turmoil, particularly with reference to Brexit;

- ii The revision of the Police Funding Formula from 2020/21, (postponed from the original expected date of 2016/17), results in a £6m reduction in central funding across three years to 2022/23; and
- iii Specific Grants, which have yet to be confirmed, have been assessed to remain at 2017/18 levels or at provisionally indicated amounts.

b) Council Tax Precept and Base:

- i An increase in Council Tax Precept of 4.49% in 2018/19 then 3.99% for each year from 2019/20 through to 2022/23. This growth is required to part-fund the maintenance of a full Police Officer and PCSO establishment and also unavoidable service pressures in the first two years of the current MTFP. It then maintains a flat cash budget for the Commissioner for the final three years of the current MTFP, to counter the effect of estimated future cuts to Central Government Grant Funding, coupled with the £6m reduction from the revision to the Police Funding Formula. These have been incorporated into the MTFP at Appendix 1b; and
- ii The council tax base, i.e. the Band D equivalent number of properties upon which the Council Tax Precept is levied, will increase in 2018/19 by 0.81%. It has been assumed that for 2019/20 onwards, the council tax base growth will continue at a rate of 0.92% (the average of the preceding three years).

EXPENDITURE ASSUMPTIONS (Appendices 2 and 3)

- 41. The pay and non-pay cashable efficiency target for 2017/18 of £7.245m will be met and furthermore, budget reductions of £1m have been identified for 2018/19. Both these amounts have been fully recognised in the 2018/19 base expenditure budget and the MTFP reflects the impact of these savings/reductions moving forward. The 2018/19 Staying Ahead efficiency scheme target of £0.183m will be delivered through the year.
- 42. In terms of the largest area of spend, Police Officer, PCSO and Police Staff establishments have been set at current authorised levels as determined by the Staying Ahead Programme, then refined for future expected leavers, efficiency schemes and recruitment plans. In summary:

a) Police Officer Establishments:

- i The MTFP plans towards a sustainable operational policing model by 2022/23 of 1,246 wte, but reflects 1,279 wte during 2018/19 to reflect

the investment in officer numbers funded by Council Tax Precept growth over 2016/17, 2017/18 and 2018/19, coupled with 'less bad' Central Government Grant Funding settlements in those three years. In fact, actual numbers of Police Officers are estimated to peak at 1,289 wte during 2018/19 (i.e. 10 over establishment budget). Members will note that throughout 2016/17 and 2017/18, Gwent Police will have recruited over 320 new Police Officers to replace not only those who have left, but also to new posts to tackle new and emergent demand. Overall officer numbers may reduce from 2018/19 onwards to sustainable levels, as efficiency schemes deliver savings to meet the recurrent deficit from other conventional areas of policing demand as per the HMICFRS Value For Money (VFM) Profiles (see paragraphs 49 to 55). Recruitment of probationer police officers is scheduled throughout 2018/19 to replace natural vacancies in the agreed operational policing model. Maintenance and review of the police officer establishment are a core component of the Staying Ahead Programme, therefore recruitment requirements will be constantly under review and will be necessary to meet particular specialist needs and to support longer-term sustainability.

b) Police Staff Establishments:

- i The police staff establishment will need to complement and support the operational policing model. Design of the police staff establishment continues to be developed through the Staying Ahead Programme, with the budgeted establishment for 2018/19 to 2022/23 set at 647 wte (excluding PCSOs) within the MTFP. At the 31st March 2018, the estimated actual numbers of police staff will be 575 wte, supplemented by a further 47 wte agency staff (therefore 25 wte under budgeted establishment or 72 wte under excluding agency staff). This flexibility is designed to facilitate the delivery of the Staying Ahead Programme's efficiency schemes throughout the MTFP, whose programme of work will determine the affordable and therefore sustainable police staff establishment moving forward; and
 - ii The actual PCSO establishment is anticipated to commence 2018/19 at 144 wte against a budget of 132 wte; in order to counter natural wastage, particularly into Police Officer roles. The 132 wte budget is expected to remain at this level for the medium term.
43. The assumptions for pay awards, allowances, enhancements and non-staff inflation remain largely consistent with those used in the 2017/18 budget setting round. They have been thoroughly scrutinised throughout the budget preparation and are as follows:

a) Pay awards, allowances, enhancements etc.:

- i Pay Award for police officers and police staff in 2018/19 is 2.0% and remaining at this amount throughout the MTFP on account of the removal of the Public Sector pay cap for the policing service.

b) Non-staff inflation (2018/19 to 2022/22):

- i General – 2.0% for 2018/19, then 3.0% thereafter to provide for Brexit uncertainty;
 - ii Utilities – limited to 5%; and
 - iii Fuel – limited to 5%.
44. Base expenditure service pressures and budget developments that have been identified during the detailed budget preparation, which are not able to be absorbed within the existing budgets, have been incorporated. These are shown at Appendix 3. Members will note these marginal increases on base budgets, however, paragraphs 47 and 48 below draw out the demands and pressures that are being absorbed by existing budgets, such as that for Police Officers and also the 'case' for continuing to invest in Police Officer and PCSO numbers moving forward.
45. Additional borrowing revenue costs for capital investment have been reflected to help fund the Commissioner's Capital Programme. This is to the backdrop of the significant disinvestment of capital funding by the Government and the finite nature of the Commissioner's Reserves and other Committed Funds. The full funding of the capital strategies is discussed within the 'Reserves and Committed Funds' section of this report.
46. The Commissioner received the Chief Constable's 2018/19 budget bid on 20th November 2017, which commenced a period of robust scrutiny and testing by the OPCC with the Force's Chief Officer Team. Subsequently, a presentation based on the agreed budget bid was presented to Members on the 22nd December 2017, as a core part of setting the Finance Strategy and 2018/19 budget.
47. The context of Gwent Police's bid, was very much about planning for the future. The Force needs to continue positioning itself to deliver the Commissioner's Police and Crime Plan 2017/21 and the Policing Vision 2025, both to the backdrop of reducing budgets; increasing unavoidable service pressures (Appendix 3); and policing in the digital age. The primary areas of focus within the bid were:

a) Rising Crime and Incident Demand

- i Traditional crime types between 2015/16 and 2016/17 have increased by 12.6%, equating to an additional 4,656 crimes being recorded in Gwent. Contributors to this increase include:
 - Public Order Offences up 40% (786);
 - Violence Without Injury e.g. threats to kill, modern slavery, etc. up 18% (1,119);

- Miscellaneous Crimes against Society e.g. handling stolen goods, forgery, etc. up 27.7% (200); and
 - Shoplifting up 20.9% (651).
- ii Aside from the increase in volume, a number of other factors account for the overall increase:
- Greater ethical recording of crime and incidents. In particular this has led to some crimes/incidents that may not have been recorded previously now being recorded, as well as some which were previously being misclassified under wrong crime types by the Force Control Room or Officers dealing with the case;
 - A number of Anti-Social Behaviour reports are now reported as crimes under the heading of Public Order;
 - The number of 'strategy discussions' (held whenever there is reasonable cause to suspect that a child has suffered or is likely to suffer significant harm) being recorded and crimed has increased year on year; and
 - Crimes such as attempted criminal damage and deliberate fires (grass fires etc.) were not previously recorded.
- iii For context, Gwent has the second highest crimes per 1,000 population of the Welsh Forces and the 18th highest in England and Wales.
- b) Changes in the Complexity of Crime and the Need to Identify and Tackle Hidden Crime
- i Whilst there has been a rise in traditional crimes, further analysis shows that there is a spectrum of categories contained within each traditional crime type, which impacts on the skills needed by Police Officers to effectively and efficiently deal with the crime. For example within the main category of Violence Without Injury:
- Sending letters with intent to cause distress or anxiety up 104% (742); and
 - Harassment up 33.8% (702).
- ii Advances in technology and the increased use of social media platforms leads to greater levels of cyber bullying – nearly a quarter of all crimes in the first bullet point above were Facebook related.
- iii In one case study of CSE, within a 3 month period Gwent Police had dealt with 7 incidents involving the same victim. This equated to:
- The production of 32 documents;
 - The allocation of 8 Police Officers, not including call handlers, dispatchers and strategy discussion representatives;
 - 17 administrative tasks on the Force's Records Management System (Niche); and
 - 56 days of police activity, equalling 601 focused hours.

- iv For the financial year 2016/17, Gwent Police had 72 incidents flagged as CSE – for the financial year to date there are 92 flagged CSE occurrences, with 36 converted to a crime.

c) Increase in Levels of Vulnerability

- i Vulnerable members of our society are increasingly calling upon police resources. For example:

- In one 24 hour period last September, Gwent Police received 25 calls that had a mental health link;
- Of these 25, 15 were a 'concern for safety';
- The time taken to deal with each incident ranged from 10 minutes (phone resolution) to over 24 hours (high risk missing person);
- In some cases no Police Officers were deployed and the matter was dealt with by Force Control Room staff but....;
- In other cases, numerous resources including Police Officers / PCSOs / the Force Incident Manager / Bronze Commanders / Dog Handlers / Telephone Single Point of Contact (SPOC) (i.e. the individual who processes applications for authorising access to communications data) / and the National Police Air Service were utilised;
- Over a 12 month period this could equate to 9,125 calls received linked to mental health; and
- In the 12 months to 30th June 2017, there were 76 negotiator call-outs for Gwent Police – 32 involved an element of mental health.

- ii During 2016/17, Gwent Police received 4,724 reports of missing persons, of which 908 were deemed high risk. The top 10 missing people went missing a total of 850 times. Taking the most frequent missing person as a case study:

- They went missing 148 times during 2016/17;
- 88 times this was risk assessed as high risk;
- On average was missing for 6 hours, which consumed:
 - Two Police Officers;
 - One Police Sergeant;
 - One Call Handler
 - One Dispatcher; and
 - One Intelligence Officer.
- The initial and basic actions conducted included:
 - CCTV enquiries in Newport city centre;
 - Hospital and custody checks;
 - Known associate address checks;
 - Place last located checked;
 - SPOC work on mobile phone completed;
 - Intelligence checks completed;
 - Place from which they went missing searched;

- Account obtained from individual reporting the missing person; and
 - Missing Person report completed.
 - If all missing investigations took this average figure to deal with, this would equate to 28,344 hours per year or 1,181 days. However, many enquiries last for many more days; and
 - In addition, this time does not include the administration time which follows the closure of a missing person report – for example to complete updates or referral notices. Based on this individual alone, the average additional time required equates to 22 minutes, therefore for this person it's an extra 54 hours per year. Based on the total figure of missing persons and using the average of 22 minutes, an extra 1,732 hours per year or 72 days is consumed.
- iii The above articulates the known demand, however, Gwent Police are acutely aware that there is more to do in identifying under-reported crimes such as:
- Modern Slavery;
 - Female Genital Mutilation (FGM); and
 - Forced Marriage.

d) New Technology = Increased Opportunities for Crime = Increased Demand

- i New technology is being exploited by criminals, thereby increasing the speed, intrusivity and impact of the crimes. This in turn, increases the police response. A cybercrime case study highlights the point:
- In October 2015, following an internal review, it was recommended to introduce a Paedophile and Online Investigation Team (POLIT) trial which involved 4 Police Constables 1 Detective Sergeant;
 - POLIT's ethos was to focus on charging offenders at the point offences were identified, to minimise the risk to future victims and risk of harm to suspects;
 - The trial went 'live' in April 2016 and following its success, the POLIT was established in the Cyber Crime Unit in June 2016;
 - Subsequently, due to increased demand, resources were increased to 10 Police Constables and a further digital forensic examiner;
 - Between April 2015 and April 2017, the number of Gwent sex offenders managed in the community rose from 538 to 689 (28%);
 - This increased number of offenders in the community has resulted in the requirement and training of 4 new full time 'Management Of Sexual Offenders and Violent Offenders' (MOSOVO) specialists to manage the increased demand; and
 - It is anticipated that on current trajectory, a further 2 specialist staff will need to be recruited during 2018.

e) Emerging Demand for Specialist Uniformed Operations

- i Significant demand has already been placed upon this area of Policing. As the Government's austerity programme has hit across policing, every force has cut back on specialist uniformed resources. In any given 'mutual aid' situation, Gwent Police is expected to provide three Police Support Units (PSU)². The Force only has one established PSU and barely achieves its requirement to provide three, without the following future demand:

- Increasing demand from public disorder surrounding the building and operation of the International Convention Centre for Wales at the Celtic Manor Resort;
- Dealing with protesters against the M4 relief road; and
- Providing uniformed presence following counter terrorist work, such as was experienced following the Parsons Green attack in London.

f) Need to Balance Focus on Uniform and Detective Resources

- i The balancing of resources for overt police visibility with investigative capacity (and potential covert tactics) is a constant challenge. An area which brings this into focus is serious and organised criminality and associated 'Organised Crime Groups' (OCG):

- Gwent currently has 18 active OCGs;
- A further 74 are archived or closed, so a total of 92 are known;
- Currently, 112 individuals are linked to OCGs in Gwent;
- Of the 18 active OCGs, 16 are concerned primarily in the supply of Class A Drugs; 1 is related to organised theft; with the final 1 concerning CSE; and
- In the last three months, warrants have been conducted at 14 addresses linked to OCG members, with resultant drugs recovered of:
 - 3.3kg of heroin;
 - 2.2kg of cocaine;
 - 1.1kg of amphetamine;
 - 0.8kg of cannabis;
 - 4.5kg of 'bash' (substance used to adulterate street drugs to increase profits); and
 - 10,000+ pills (some as yet unknown).

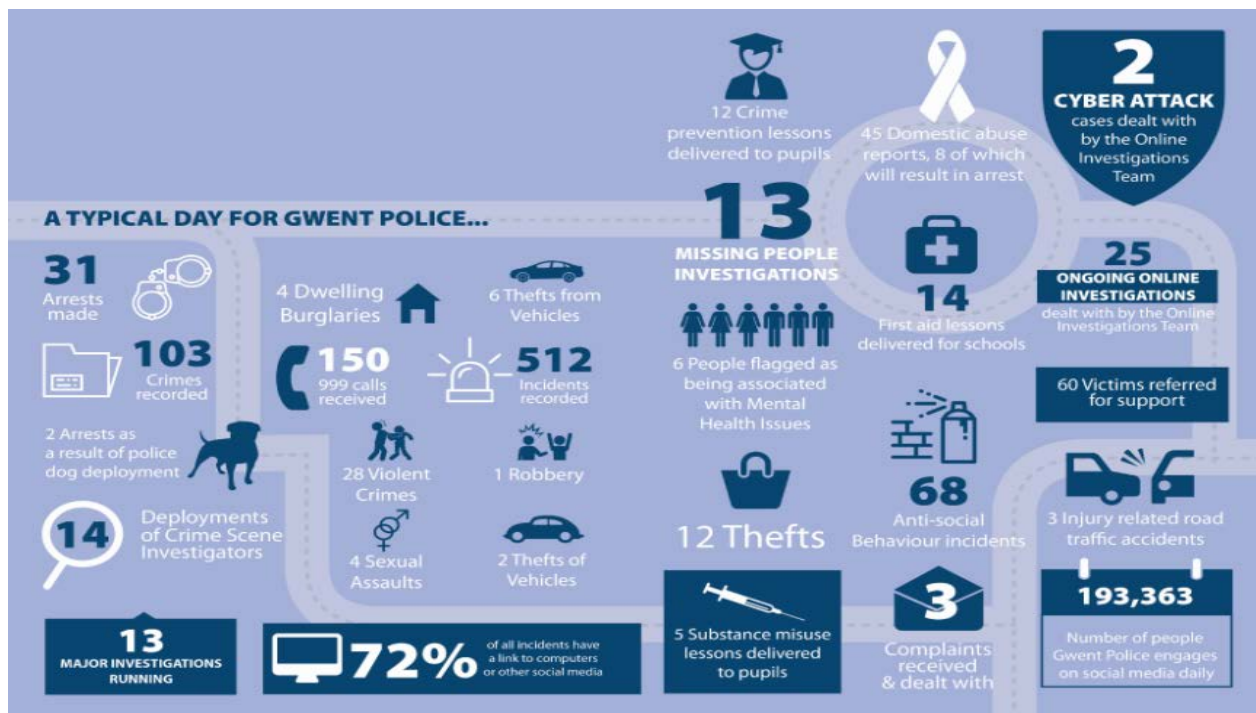
g) Need to Look After the Wellbeing of People Working for Gwent Police

- i Following years of reducing establishments as a result of the Government's austerity programme, coupled with rising demand for policing services, the wellbeing of staff is paramount. Between 2007 and 2017, Gwent Police experienced a 24.6% reduction in its overall

² A PSU comprises 1 Police Inspector, 3 Police Sergeants, 18 Police Constables plus 2 medics and 3 drivers.

workforce, the 5th largest across England and Wales. The nearest Welsh Force was South Wales with a 7% reduction, putting it 36th in the comparative table.

- ii In short, the implementation of the new operational policing model in 2015 was heavily influenced by what was affordable and not necessarily on the resources needed to tackle demand.
 - iii Process Evolution Ltd., who provide consultancy support under the Staying Ahead Programme, advise that an 80% utilisation rate is the optimum for Neighbourhood Response, as this gives capacity for proactivity. A 30% abstraction rate is factored in – allowing for sickness, courses, annual leave, etc.
 - iv Current Police Constable utilisation rates in the 10 Neighbourhood Response Teams across Gwent range from 82.1% to 95.3%, with an average of 88.4%. That means Neighbourhood Response utilisation is over 80% everywhere that is at establishment. It is anticipated however, that Mobile Data investment and reduced deployment under the Force's new Investigative Strategy will show a reduction in these utilisation rates over the medium-term.
 - v Between 31st March 2013 and 31st March 2017, Gwent has seen a steady increase in the proportion of its Police Officers on long term sick - rising from 2.2% to 3.7% over the period. The current top 3 reasons are stress, anxiety and depression. Furthermore, Police Staff are also a vulnerable group for experiencing poor mental ill-health, due to their exposure to unique stressors such as dealing with violence and other traumatic events.
48. The above areas of focus and investment build upon the Forces 'Investment Strategy' which was incorporated into the 2017/18 budget setting round and which has gained significant momentum during the current financial year. In conclusion to the Chief's bid, the following infographic highlights a typical day in Gwent Police:



BUDGETARY SAVINGS, HMICFRS VFM PROFILES AND FUTURE EFFICIENCY OPPORTUNITIES (Appendices 4a and 4b)

49. Appendix 4a details budgetary savings identified through this budget setting round which can be removed from the 2018/19 budget and in some cases, from future budgets. Of particular note are those saving schemes' opportunities generated by the potential refinancing of the PFI scheme; and also the potential release of funds to implement a Multi-Agency Safeguarding Hub (MASH), as the current partnership approach is evolving.
50. The Staying Ahead Programme will continue to remain focused on delivering a new generation of savings schemes and maintaining a detailed schedule of planned work to review functions and departments across the whole of the organisation. To this end, the HMICFRS VFM Profiles are a key tool in indicating potential areas for saving schemes' opportunities.
51. The VFM Profiles have been produced by HMICFRS for the past seven financial years. The main purpose of these Profiles is to help forces compare performance, outcomes and cost. They are designed for use by force management, Commissioners and the HMICFRS. The comparisons are across all English and Welsh forces, but exclude the Metropolitan Police and City of London Police, due to their uniqueness of data. The Profiles enable comparison across all Forces (with the exception of the two named above) and also within individual force's 'Most Similar Groups' (MSG), i.e. those forces that share similar characteristics with your own, such as demographics.
52. The final Profiles have been received and every area highlighted is being, or has been, considered as part of the Staying Ahead Programme. Appendix 4b identifies those areas which could provide future savings, when the

organisation is compared with the average cost of delivering an area of service of all the forces within their MSG.

53. In terms of an overview, Gwent has the fourth highest cost per head of population across England and Wales and the highest within its MSG of forces. Funding this is an above average level of Central Government Grant Funding and the highest level of Council Tax Precept within its MSG. This is consistent with the 2016 Profiles. Conversely, the level of Earned Income is below average, with only Partnership Income being viewed as a positive measure.
54. As in previous years, the Police Officer and PCSO costs are above the national average per head of population, with Police Staff being fractionally below the national average. These indicators could be viewed as demonstrating that Gwent is over-resourced, however, Gwent has above average visible front line provision. Non-staff costs are also fractionally above the national average in particular, Premises, Other Employee Expenses and Collaborative costs.
55. As a small force, Gwent does not enjoy the economies of scale that larger forces benefit from, therefore the headlines above need to be considered in this context. Furthermore, force performance needs to be considered too, in that the cheapest and most efficient force may well not be the top performing. In addition, the Profiles do not reflect conscious local decisions to invest in particular areas of spend, nor the receipt of additional specific grants such as the WG funded PSCOs.

REVENUE AND CAPITAL OUTTURN 2017/18

56. A key component in the setting of the 2018/19 budget is the financial performance in the current financial year. Under normal circumstances, monthly financial management reports are produced and scrutinised at both the OPCC's Executive Board and also the Force's Chief Officer Team meetings on a monthly basis. From Period 5 (August), these reports include a financial outturn indicating the expected variance of total annual expenditure against the full-year budget at the year-end (i.e. the 31st March). Members will note however, that this financial year saw the implementation of the Force's Fully Integrated Resource Management System (FIRMS), a project under the collaborative Fusion Programme with South Wales Police. FIRMS will bring together the core business systems (Human Resources (HR), Learning and Development, Payroll, Finance, Procurement and Rostering) into one system, on an integrated platform between the two Forces. Phase 1 successfully went live on the 31st July 2017 with the transition to a new integrated HR, Payroll, Finance and Procurement System. The implementation plan, taking account of the significant impact of transitioning to a new system, delayed the production of the first forecast of the year from period 5 (August) to Period 8 (November).

57. The initial forecast outturn at Period 8 therefore indicates a £5.056m surplus against Gross Revenue Expenditure (GRE) of £131.675m; which equates to 3.84%. This has been generated from the timing of filling vacancies in the new establishment for Police Officers (which has risen from 1,194 wte at 1st April 2017 to 1,279 wte for 2018/19). This follows investment decisions by the Commissioner in both the 2017/18 budget setting round (through the Force's Investment Strategy) and also following business decisions during the 2017/18 financial year to address the new demand-led service pressures on the police service. The Force has already delivered training schools during 2017/18 and has further training schools commencing to bring the actual numbers of Police Officers up to establishment budget by 31st March 2018. The Force will therefore see 25 new Police Officers starting in January 2018, 25 in February 2018 and 50 in March 2018. The budget variations on the other staff and non-staff budgets are neutral in impact, as the force continues to deliver the Staying Ahead Programme savings, whilst modernising the service.
58. Consistently over recent years, the Commissioner's budget showed a positive variance at the year-end, i.e. a saving on budget was shown. This positive variance is scrutinised to assess whether it has resulted in excess budget being set in certain areas (e.g. over-budgeting on such things as the price and/or volume of fuel), or whether the variance has arisen due to a planned efficiency scheme occurring ahead of plan (e.g. a Police Staff member leaving early, in advance of the planned removal of their post in a future period).
59. Overwhelmingly over the period of austerity since 2008, the reason for the positive variance is the latter, i.e. accelerated efficiency savings taking effect. Suffice to say however, the financial effect of both examples are removed from the budgetary requirements for future years, as part of the detailed 'bottom up' annual budget setting process. However, the 2017/18 surplus is simply a timing difference of the budget being set and the practicalities of recruiting Police Officers – i.e. of the circa 160 new Police Officers being recruited during 2017/18, as outlined above, 100 will commence during the final quarter. Therefore, this surplus is already fully committed on a recurrent basis, as the Force reaches full establishment of Police Officers at the start of the 2018/19 financial year.
60. The non-recurrent nature of this surplus is further emphasised in that even after taking account of future planned efficiency schemes in forthcoming financial years of £6.048m, the Commissioner is still faced with a recurrent financial deficit of £4.837m by 2022/23 and a barely balanced budget in the next three financial years. This non-recurrent surplus does however provide two key benefits: a barometer as to the continuing sustainability of both previously delivered efficiency schemes and the organisation's ability to continue to find more efficiency schemes; and a positive year-end variance also provides a non-recurrent cash benefit, in that the year-end saving is transferred to Reserves and Committed Funds. However, this cash is automatically earmarked for utilisation through providing much needed funding to the Capital Programme (the 2018/19 Capital Grant will not even provide for half of the annual fleet replacement programme and will only be 41% of the

amount received as recently as 2014/15), or to provide pump-prime funding to deliver recurrent efficiency schemes.

61. Turning to the Capital Programme, the Revised Annual Budget on proposed schemes for 2017/18 is £7.162m. The Estate schemes in the original Programme totalled £1.150m, however, a number have experienced some slippage; nevertheless, new schemes have been approved for delivery by the year-end which should ensure that the Estate budget is met. In relation, to the vehicle replacement programme (£1.350m), a significant number of the orders have been placed with suppliers, with delivery timescales around the year-end. Therefore, any underspend on this budget will be as a result of slippage, as opposed to the over-budgeting of the programme. The Information and Communication Technology (ICT) and Other Schemes capital budget totals £4.662m. Significant slippage (circa £3m) is expected, primarily on digital ICT developments as a result of the timing of business decisions (due in February 2018) between Gwent Police and South Wales Police under the overall Fusion Programme. Therefore the funding will be carried forward into 2018/19 when the roll out of new services commence.

RESERVES AND COMMITTED FUNDS (Appendix 5)

62. Appendix 5 provides a summary of the Commissioner's Reserves and Committed Funds position for the following five years and reflects an update of the Commissioner's Reserves and Committed Funds Strategy as part of this budget setting round. The MTFP and in particular the Commissioner's Reserves and Committed Funds position was discussed at the Joint Audit Committee on the 14th September 2017 and again on the 21st December 2017, enabling them to discharge their responsibilities in relation to the budget setting process and the annual financial statements.
63. With the outcomes of the CSR 2015 known for the short-term; the receipt of the Provisional Settlement; and the Police Funding Formula review appearing to be deferred until 2020/21, the Reserves and Committed Funds position has been updated and will continue to be instrumental in stakeholder engagement and any mitigation strategies.
64. This reporting of the Commissioner's Reserves and Committed Funds position hopefully assists Members in understanding the overall financial landscape and provides context when discussing his budget and Council Tax Precept proposal for 2018/19.
65. By the end of the 2022/23 financial year, it is forecast that the Commissioner will have Reserves of £9.000m and Committed Funds of £3.940m (totalling £12.940m - bottom right hand corner of Appendix 5). This assumes however, that 56% of the current outstanding future recurrent budgetary imbalances up to 2022/23 (highlighted through the MTFP) will be underwritten from Line B1 in the Committed Funds Section. As already stipulated, recurrent budgetary imbalances must be found from recurrent efficiencies – Reserves and Committed Funds should only be utilised to manage annual timing differences.

Therefore adjusting Line B1 back to its maximum carrying value (£4.507m) i.e. removing the net effect of underwriting the future budgetary imbalances, produces an underlying total Reserves and Committed Funds figure of £17.447m.

66. This forecast Reserves and Committed Funds figure at 2022/23 of £12.940m comprises three component parts:

a) General Reserve - (£4.000m Line A1)

- i Purpose – This is held as working capital to help cushion the impact of uneven cash flows and also as a contingency to mitigate the impact of unexpected events or emergencies. The General Reserve amounts to £4.000m which represents 3.3% of 2017/18 Net Revenue Expenditure (NRE) (this figure has remained static since 2015/16) and in the view of the Chief Finance Officer (CFO) represents an appropriate level in terms of the overall risk-profile.
- ii Planned Utilisation – By its very nature, this reserve is held for unfunded and unexpected events or emergencies. Therefore, as a statutory contingency reserve there is currently no call upon this reserve.

b) Forecast Accelerated Efficiency Savings - (£5,000 Line A2)

- i Purpose – As well as the depletion of reserves and committed funds, the Commissioner's Reserves and Committed Funds Strategy also identifies potential sources of reserve and committed fund creation. In this instance, the primary source is from the in-year surplus generated from the acceleration of efficiency schemes in a particular financial year or non-recurrent surpluses (as seen during 2017/18). Estimates are made on previous experience balanced against the potential for accelerated efficiencies in the future. These forecast reserves remain uncommitted initially, but will become committed as the amount crystallises and is matched against future liabilities.
- ii Planned Utilisation – The future estimates of this reserve (as it builds up) are assumed (due to their uncertainty) to contribute to the overall reserve and committed fund's position and fund the internal borrowing required to deliver the future Capital Programme. By 2019/20, the Committed Funds set aside to fund the Commissioner's future Capital Programme will be exhausted. Therefore, there is currently a requirement to borrow £21.592m to 2022/23 to fund the existing five year Capital Programme. This reserve therefore is held to reduce this requirement or to minimise future borrowing requirements in order to deliver the Capital Programme beyond 2022/23.

c) Other Financial Liabilities – Tribunal and Ombudsman Liabilities through to Proceeds of Crime Act (POCA) - (£3.940m Lines B6a to B6e)

- i Purpose – The rationale for these committed funds is articulated in the table below:

Category of Committed Funds	Rationale for Holding
Committed Funds set aside in previous reporting periods for potential liabilities arising out of tribunal or ombudsman decisions.	These funds are established to meet potential and contingent obligations arising from 'live cases' which did not meet the definition of a provision ³ . These are reviewed regularly on a case by case basis on whether they are still required (and therefore remain 'committed') or can be released back into the wider reserves and committed funds position.
Committed Funds for unspent revenue grants and sums held on behalf of third parties	Where revenue grants have no conditions attached or the conditions are met and the expenditure has yet to take place, these sums are permissible to be held as committed funds. The same applies for sums held on behalf of third parties.
Committed funds retained for Workstream/Department use (including utilisation of 'Proceeds of Crime Act' (POCA) monies)	The Commissioner's Reserves and Committed Funds protocol permits Workstreams/Departments to carry forward commitments at the year-end (in the form of a committed fund), on the basis that the expenditure will take place in the following financial year(s) – These are subject to extensive scrutiny at each year-end and also during the following budget setting round.

- ii Planned Utilisation – As mentioned previously, these committed funds receive extensive scrutiny at the year-end and also during each budget setting cycle. Therefore, although these committed funds still show a

³ A provision exists when the Commissioner is faced with a present obligation (legal or constructive) which has arisen as a result of a past event. Furthermore, the payment is probable ('more likely than not') and the amount can be estimated reliably. Provisions are therefore provided for and accounted via the Comprehensive Income and Expenditure Statement (CIES) in the year in question, i.e. not set aside as a Committed Earmarked Fund for utilisation in future years.

balance of £3.940m in 2022/23, this does not mean that the committed funds are not required up to this point in time, rather the plans for their utilisation are not finalised to identify the timing of the individual committed fund's utilisation.

67. The forecast Reserve and Committed Funds position does not take into account the following events which would increase this figure:
 - a) Acceleration of efficiency schemes and non-recurrent budget surpluses above the level already accounted for;
 - b) Additional sales of capital assets than those already identified; and
 - c) Underspending in the Capital Programme or slippage which defers spend to future financial years.
68. Similarly, the forecast Reserves and Committed Funds position does not take into account the following events which would further reduce this figure:
 - a) The impact on reserves of future CSRs, subsequent Efficiency Reviews or any transitioning arrangements to a new Funding Formula allocation;
 - b) Further significant investment to deliver over and above the current five year Capital Programme;
 - c) Pump-priming for future Phases of the Staying Ahead Programme; and
 - d) Overspending in the Capital Programme or acceleration which brings forward spend.

CAPITAL PROGRAMME 2018/19 (Appendix 6 and 6a)

69. The initial capital investment requirements over the next five years are becoming clear as the implementation of the Estate, Fleet and ICT strategies are progressed. Capital Expenditure over the next five years totals £44.534m, of which the 2018/19 element amounts to £18.019m.
70. In addition, a further £14.550m of non-capital long-term projects have been identified, of which £5.250m occurs in 2018/19.
71. With the complete insufficiency of Capital Grant from the HO, implementation of the current Capital Programme will require the continuation of the recurrent revenue contribution to capital (£0.575m); utilisation of Reserves and Committed Funds and significant borrowing (£21.592m to 2022/23) to fund the Programme's requirements. This in turn however, will realise long-term cashable and non-cashable benefits to the organisation, e.g. appropriate and more sustainable estate provision; fit for purpose fleet; maximising returns on ICT investment etc.

72. Furthermore, the development of the Staying Ahead Programme may present further investment requirements which will generate efficiency opportunities, which should present cashable savings.

OUTSTANDING ISSUES, UNQUANTIFIABLE RISKS AND OPPORTUNITIES

73. Whilst the MTFP is designed to reflect the most up to date intelligence, a number of outstanding issues and unquantifiable risks remain which are incapable of being reflected at this present time. These are briefly highlighted below:

a) Financial:

- i Ongoing austerity, impact of Brexit and the Police Funding Formula Review;
- ii Loss of 'assumed' Council Tax Precept income;
- iii Impact of the localisation of council tax support;
- iv Legislative and policy changes having unintended consequences, e.g. as previously seen with Single State Pension and Apprenticeship Levy;
- v Potential increase in the employer's Police Officer pension rate;
- vi Withdrawal of funding by partners (HO, WG, MoJ and Local Authorities);
- vii Increased 'last resort' demand due to others withdrawing service; and
- viii Failure of Government to deliver on national programmes of work such as ESN transition.

b) Organisational:

- i Partners re-trench from collaborative ventures (e.g. as a result of Welsh Government funding settlement); and
- ii Failure of key efficiency schemes to deliver.

c) Societal:

- i Emergent complex crime types and increased safeguarding requirements;
- ii Increased crime, anti-social behaviour and incidents due to economic and political climate; and
- iii Lack of staff turnover due to limited job opportunities.

74. Conversely, a number of opportunities exist which could ease the financial burdens on the organisation:
- a) The development of Public Service Boards (PSBs) across Gwent, promoting a 'One Public Service' ethos to tackle long-standing issues across Gwent;
 - b) Linked to a) above, the ability to co-commission services with Public and 3rd Sector Partners, avoiding duplication of effort and maximising return to the public; and
 - c) Actively seeking out income generation opportunities and influencing the legislative agenda to provide wider opportunities.

BUDGET REQUIREMENT, TAX BASE AND COUNCIL TAX PRECEPT

75. The revenue budgetary requirement for 2018/19 is the net position of:
- a) The base recurring requirements;
 - b) Efficiency savings and recurring budget reductions realisable in 2018/19;
 - c) Non-recurring revenue requirements in 2018/19; and
 - d) Non-recurring savings which are realisable in the year and reserve and committed funds utilisation.
76. The gross base recurring requirement for 2018/19 is £123.707m (Appendix 1b line 10) which, when adjusted by the small budgetary deficit, equates to a budget requirement for the year of £123.581m.
77. The Central Government Grants announced in the Provisional Settlement are as follows:
- | | |
|-----------------------------|-------------------|
| | £ |
| Police Grant | 40,403,679 |
| Revenue Support Grant | 21,314,228 |
| National Non-Domestic Rates | <u>9,768,882</u> |
| | <u>71,486,789</u> |
78. Deducting total Central Government Grant from the budget requirement of £123,581,044 leaves income to be raised from Council Tax Precept of £52,094,255.
79. Council tax is a tax on dwellings, levied according to the valuation band attributed to the property. Each unitary authority calculates its council tax base by establishing the number of properties in each of the nine council tax bands (A to I) and converting the band totals to a Band D equivalent figure (e.g. Band A council tax is two thirds of the Band D tax, the Band A total is

therefore multiplied by two thirds to arrive at the Band D equivalent). The total Band D equivalent figure is then adjusted to take account of reductions for disabled residents, single occupancy discounts, etc. to produce the council tax base. The council tax to be raised for police and crime purposes (the Council Tax Precept) is allocated to the unitary authorities in proportion to their tax bases. The tax bases notified by the unitary authorities are as follows:

Unitary Authorities	Band D Equivalent Properties	
	2017/18	2018/19
Blaenau Gwent	20,133.89	20,179.95
Caerphilly	59,689.83	59,944.01
Monmouthshire	45,537.71	45,887.85
Newport	57,619.96	58,465.51
Torfaen	<u>33,132.00</u>	<u>33,390.00</u>
Total	<u>216,113.39</u>	<u>217,867.32</u>

80. The effect of these figures on the Band D Council Tax Precept for police and crime purposes is:

	Actual 2017/18	Proposed 2018/19
Council Tax Precept	£49,455,388	£52,094,255
Band D Tax	£228.84	£239.11
Increase on previous year (£)	£8.78	£10.27
Increase on previous year (%)	3.99%	4.49%

81. The following table shows the proposed Council Tax Precept for police and crime purposes for all bands.

Valuation Band	Tax Payable Compared to Band D	Proposed Council Tax Precept
		£
A	6/9	159.41
B	7/9	185.97
C	8/9	212.54
D	9/9	239.11
E	11/9	292.25
F	13/9	345.38
G	15/9	398.52
H	18/9	478.22
I	21/9	557.92

82. The unitary authorities are billing authorities for council tax purposes. The Commissioner's Council Tax Precept will be added to the figures for council tax for expenditure by the unitary authorities and community councils and will form part of the single council tax demand. Under regulations, the billing authority must determine a schedule of instalments for payments to precepting

authorities. Currently, the unitary authorities pay the Commissioner's Council Tax Precept in equal instalments as follows:

Last working day of each month

Blaenau Gwent

Third Tuesday of each month

Caerphilly
Monmouthshire
Newport
Torfaen

CHIEF FINANCE OFFICER'S STATEMENT - REQUIREMENTS OF THE LOCAL GOVERNMENT ACT 2003

83. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on:
- a) The robustness of the estimates made for calculating the Council Tax Precept; and
 - b) The adequacy of the proposed financial reserves.
84. The same Section requires the Commissioner to have regard to the Chief Finance Officer's report when making decisions about Council Tax Precept.
85. Central Government Grants from the HO and WG currently fund approximately 60% of the revenue budget requirement for policing and crime services in Gwent. A combination of CSR 2010, CSR 2013 and CSR 2015 has resulted in significant reductions in core HO and WG grants. The reduction in these grants for 2011/12 of 5.1% came on top of an in-year cut in the previous year of 1.3%. The Central Government Grant Funding for 2012/13 showed a reduction of 6.7%, 2013/14 a reduction of 1.57%, 2014/15 a reduction of 4.76%, 2015/16 a reduction of 5.11%, 2016/17 a reduction of 0.57% and 2017/18 a further cut of 1.40%. The Provisional Settlement has brought, what may be, a temporary halt to proceedings, in that Central Government Grants are proposed to remain at the 2017/18 level for both the 2018/19 and 2019/20 financial years i.e. 0% cuts in each in cash terms. Including this reprieve, the budget available for policing and crime in Gwent has experienced around a 25% cash reduction over the 9 years since 2010/11. When the effect of inflation and pay awards is built in, the real reduction is over 40%. Faced with a weaker outlook for the economy and the public finances; uncertainty of Brexit; and growing pressures on public services following years of cuts, the lessening of budget cuts afforded by CSR 2015 and the latest Provisional Settlement may not be sustainable.
86. The Staying Ahead Programme has continued to be remarkably successful in keeping expenditure within reducing budgets, yet still managing to maintain performance in the service to the public. Year after year, difficult savings' targets have been achieved ahead of time and as a consequence Reserves and Committed Funds have been generated for supporting investment necessary to redesign the estate and for pump-priming new initiatives. This

success, along with the lessening of Central Government Grant Funding cuts in recent years and appropriate Council Tax Precept increases, has allowed Gwent Police to attain (for the first time) full establishment in its operational policing model. Appropriate Council Tax Precept increases into the near future will assist in maintaining this establishment and thereby realise its full benefits to the public of Gwent.

87. The preparation of the budget is now, almost a continual exercise, involving the compilation of MTFPs, dovetailing with detailed work across the OPCC and Force under the supervision of the Assistant Chief Officer - Resources and in liaison with me. The involvement of all parts of the Police Service ensures awareness not only of the demands, but also of the constraints upon them. Throughout 2017/18, Members of both the Police and Crime Panel and Joint Audit Committee received progress reports on the 2018/19 budget and beyond and were able to examine both the proposals and the process followed. The extent of this preparatory work has therefore greatly assisted the Commissioner in his deliberations. I am satisfied therefore, that this process ensured that the budget takes into account all those cost and income items that can be reasonably foreseen, and that there is no cause to question the robustness of the estimates.
88. Appendix 5 to this report shows details of the Commissioner's Reserves and Committed Funds position. The Force's Assistant Chief Officer - Resources and I continually review the adequacy of Reserves, Committed Funds and Provisions. In addition, as part of the compilation of the year-end accounts and also at the commencement of each budget setting round, the Reserves and Committed Funds are formally reviewed and separately reported upon respectively in the Statement of Accounts and Reserves and Committed Funds Strategy.
89. The General Reserve is required for working capital and to meet unexpected expenditure in emergency situations or major crime. During my latest review of the Reserves and Committed Funds Strategy in September 2017, in conjunction with the Commissioner and the Force's Chief Officer Team, I concluded that a General Reserve of £4m would be a prudent level for the organisation moving forward, taking into consideration its size, local circumstances and the requirement to identify savings to address significant reductions in Central Government Grant Funding.
90. In relation to the Committed Revenue and Capital Funds, I am content that programmes of work are already in train, or that risks remain, that confirm the need and sufficiency of the amounts reported.
91. In conclusion, I am content therefore, with the adequacy of the proposed financial Reserves and Committed Funds.

APPENDICES

Appendix 1a	-	Impact of Incremental Council Tax Precept Changes
Appendix 1b	-	Medium Term Financial Projections
Appendix 2	-	Medium Term Financial Projections – Assumptions
Appendix 3	-	Service Pressures and Budget Developments
Appendix 4a	-	Identified Budgetary Savings
Appendix 4b	-	Staying Ahead Phase 8 Schemes and Other Savings Initiatives
Appendix 5	-	Reserves and Committed Funds Position 2017/18
Appendix 6	-	Capital Programme 2018/19 to 2022/23

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2018/19 to 2022/23
Impact of Incremental Council Tax Precept Changes
At 26th January 2018

Assumption		Base Growth	Precept Growth	Total Growth	Increase / (Decrease)
Base Growth %	Precept Growth %	£	£	£	£
0.81%	5.00%	401,370	2,492,402	2,893,772	254,905
0.81%	4.50%	401,370	2,244,033	2,645,403	6,536
0.81%	4.49%	401,370	2,237,497	2,638,867	0
0.81%	4.00%	401,370	1,993,485	2,394,855	(244,012)
0.81%	3.99%	401,370	1,989,128	2,390,498	(248,369)
0.81%	3.50%	401,370	1,745,117	2,146,487	(492,380)
0.81%	3.25%	401,370	1,620,932	2,022,302	(616,565)
0.81%	3.00%	401,370	1,496,748	1,898,118	(740,749)
0.81%	2.75%	401,370	1,370,385	1,771,755	(867,112)
0.81%	2.50%	401,370	1,246,201	1,647,571	(991,296)
0.81%	2.25%	401,370	1,122,016	1,523,386	(1,115,481)
0.81%	2.00%	401,370	997,832	1,399,202	(1,239,665)
0.81%	1.75%	401,370	871,469	1,272,839	(1,366,028)
0.81%	1.50%	401,370	747,284	1,148,654	(1,490,213)
0.81%	1.25%	401,370	623,100	1,024,470	(1,614,397)
0.81%	1.00%	401,370	498,916	900,286	(1,738,581)
0.81%	0.75%	401,370	374,731	776,101	(1,862,766)
0.81%	0.50%	401,370	248,368	649,738	(1,989,129)
0.81%	0.25%	401,370	124,184	525,554	(2,113,313)
0.81%	0.00%	401,370	0	401,370	(2,237,497)

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2018/19 to 2022/23
Impact of Incremental Precept Changes
At 26th January 2018

	(a)	(b)	(c)	(d)	(e)	(f)
	2017/18 Actual £'000s	2018/19 Forecast £'000s	2019/20 Forecast £'000s	2020/21 Forecast £'000s	2021/22 Forecast £'000s	2022/23 Forecast £'000s
1 Effect of increases to authorised Establishment, Pay Awards and Increments		1,988	2,814	2,743	2,366	2,268
2 Non-Staff Inflation		459	847	892	899	922
3 Apprenticeship Levy Scheme		340	100	100	-	-
4 In Service Pressures / Developments		978	591	(1,010)	(65)	(90)
5 Budget Savings Identified		(1,000)	(1,087)	(1,160)	(60)	(60)
6 Capital Financing Costs		-	201	137	129	296
7 Unavoidable Cost Increases		2,765	3,467	1,702	3,269	3,335
8 Gross Budget Movement		2,765	3,467	1,702	3,269	3,335
9 Recurring Base Budget Brought Forward		120,942	123,707	127,174	128,876	132,145
10 Projected Budgetary Requirement	120,942	123,707	127,174	128,876	132,145	135,480
11 % Increase on Previous Years Base Budget	0.98%	2.29%	2.80%	1.34%	2.54%	2.52%
12 Funding						
13 Central Government Funding:						
14 Police Grant	(40,904)	(40,404)	(40,404)	(37,596)	(34,844)	(32,147)
15 Revenue Support Grant	(20,748)	(21,314)	(21,314)	(20,888)	(20,470)	(20,061)
16 National Non-Domestic Rates	(9,835)	(9,769)	(9,769)	(9,574)	(9,382)	(9,194)
17 Total Central Government Funding	(71,487)	(71,487)	(71,487)	(68,057)	(64,696)	(61,402)
18 Council Tax	(49,455)	(52,094)	(54,671)	(57,375)	(60,214)	(63,193)
19 Total Funding	(120,942)	(123,581)	(126,158)	(125,432)	(124,910)	(124,595)
20 Projected Recurring Deficit / (Surplus) Before Efficiencies	(0)	126	1,016	3,444	7,235	10,885
21 Efficiencies						
22 Future Year Staying Ahead Scheme Savings	-	(183)	(1,053)	(3,478)	(5,423)	(6,048)
23 Reserve Utilisation	-	-	-	-	-	-
24 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation	(0)	(57)	(37)	(34)	1,812	4,837

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2018/19 to 2022/23
Assumptions
At 26th January 2018

Description	2017/18 Budgeted	2018/19 Proposed	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Source
<u>Police Officers</u>							
Pay Awards	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Current Government policy and CFO estimate benchmarked with English and Welsh Forces.
<u>Police Staff</u>							
Pay Awards	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Current Government policy and CFO estimate benchmarked with English and Welsh Forces.
<u>Indirect Staff Costs</u>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Current Government policy and CFO estimate benchmarked with English and Welsh Forces.
<u>Non Staff Inflation</u>							
General (Including Rates)	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	Current OBR forecast and CFO estimate benchmarked with English and Welsh Forces.
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with English and Welsh Forces.
Utilities - Water	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with English and Welsh Forces.
Petrol	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with English and Welsh Forces.
Diesel	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with English and Welsh Forces.
<u>Funding</u>							
Central Government Police Funding	-1.40%	0.00%	0.00%	-2.00%	-2.00%	-2.00%	Final Police Settlement 2017/18. Provisional Police Settlement 2018/19 and 2019/20. CFO estimate for 2020/21 and beyond.
Council Tax Base Increase	1.10%	0.81%	0.92%	0.92%	0.92%	0.92%	Actual Growth for 2017/18 and 2018/19. Assumed to increase at previous three year average in 2019/20 and beyond.
Council Tax Precept Increase	3.99%	4.49%	3.99%	3.99%	3.99%	3.99%	Proposal to protect real term funding requirements.

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2018/19 to 2022/23
Service Pressures and Budget Developments
At 26th January 2018

Description	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
1 Service Improvement Board - Scheme Pump Priming		50,000	50,000	50,000	50,000
2 Additional Bank Holidays		120,000	120,000	240,000	(120,000)
3 Constable Tutor Payments	24,000	(10,000)	(14,000)		
4 PEQF - University Fees	100,000	100,000	100,000		
5 PEQF - Internal Trainers/Lecturers	240,000				
6 Citizens in Policing	13,000				
7 ISO 17025 Accreditation	3,000				
8 Estate - Electrical Testing	50,000	(50,000)			
9 Estate - Water Chlorination	25,000				
10 Estate - ICT Networks	25,000				
11 ICT - Police Cloud License	586,000				
12 Body Armour Replacement		1,000,000	(1,000,000)		
13 Body Armour Additionality	16,634	(16,634)			
14 Uniform Additionality - New Recruits	460,000	(460,000)			
15 Taser Replacement			200,000	(200,000)	
16 Fusion Programme - Police Staff	216,000				
17 Police Officer Establishment Profiling	(440,316)	(42,075)	(365,952)	(155,416)	(20,075)
	1,318,318	691,291	(909,952)	(65,416)	(90,075)

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2018/19 to 2022/23
Identified Budgetary Savings
At 26th January 2018

Description	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
1 Transitional Rent Allowance	(7,680)	(7,680)			
2 Housing Allowance	(132,749)	(60,000)	(60,000)	(60,000)	(60,000)
3 Compensatory Grant	(12,443)				
4 Removal of 'Amber Posts'			(1,100,000)		
5 Rebased Allowances - On Call	(32,595)				
6 Rebased Allowances - Unsociable Hours	(7,677)				
7 Rebased Savings - Electricity	(6,030)				
8 Rebased Savings - Gas	(13,128)				
9 Rents	(96,981)				
10 Business Rates	(34,343)				
11 Service Charges	(70)				
12 Service Charges	(42,237)				
13 External Room Hire Charges	(3,939)				
14 Air Fares	(1,537)				
15 Trains & Underground	(1,277)				
16 Bus Fares	(211)				
17 Hotel Accommodation	(15,376)				
18 Meal Allows	(8,739)				
19 Rebased Savings - Partnership Fees	(21,404)				
20 Rebased Savings - Subscriptions	(1,040)				
21 PFI Unitary Charge - 6 Months	(250,000)	(250,000)			
22 MASH		(769,000)			
23 Procurement Savings - National Police ICT	(17,577)				
24 Removal of Loan Interest	(293,024)				
	(1,000,057)	(1,086,680)	(1,160,000)	(60,000)	(60,000)

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2017/18 to 2022/23
Staying Ahead Phase 8 Schemes 2018/19 to 2022/23 and Other Savings Initiatives
At 26th January 2018

	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Total £'000s
A Cumulative Savings Brought Forward	0	(183,000)	(1,053,000)	(3,478,000)	(5,423,000)	
B Scheme						
1 Local Policing			(1,000,000)			(1,000,000)
2 Flexible Working Practices			(250,000)	(250,000)		(500,000)
3 Custody Provision				(200,000)		(200,000)
4 Dogs' Section			(100,000)	(100,000)		(200,000)
5 Advanced Public Order				(250,000)	(250,000)	(500,000)
6 National Police Air Service	(83,000)					(83,000)
7 Administration of Justice	(100,000)	(100,000)				(200,000)
8 ICT Services		(200,000)	(200,000)	(300,000)	(250,000)	(950,000)
9 Estate and Facilities Management		(145,000)	(350,000)	(120,000)		(615,000)
10 Performance and Change Management			(200,000)	(200,000)		(400,000)
11 Administrative Support		(100,000)				(100,000)
12 Professional Standards			(125,000)	(125,000)	(125,000)	(375,000)
13 Enabling and Support Services		(200,000)	(200,000)	(300,000)		(700,000)
14 Police and Crime Commissioner				(100,000)		(100,000)
15 Mamhilad Block B		(125,000)				(125,000)
C Savings for Year	(183,000)	(870,000)	(2,425,000)	(1,945,000)	(625,000)	(6,048,000)
D Cumulative Savings Carried Forward	(183,000)	(1,053,000)	(3,478,000)	(5,423,000)	(6,048,000)	

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2017/18 to 2021/22
Reserves and Committed Funds Position 2017/18
At 26th January 2018

		Closing Balance 16/17 £'000	In £'000	Out £'000	Forecast Closing Balance 17/18 £'000	In £'000	Out £'000	Forecast Closing Balance 18/19 £'000	In £'000	Out £'000	Forecast Closing Balance 19/20 £'000	In £'000	Out £'000	Forecast Closing Balance 20/21 £'000	In £'000	Out £'000	Forecast Closing Balance 21/22 £'000	In £'000	Out £'000	Forecast Closing Balance 22/23 £'000
<u>REVENUE RESERVES AND COMMITTED FUNDS</u>																				
A	Reserves																			
1	General Reserve (Statutory)	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000
2	Forecast Accelerated Efficiency/Other Savings	6,905	5,036	0	11,941	0	(6,941)	5,000	0	0	5,000	0	0	5,000	0	0	5,000	0	0	5,000
	Sub Total	10,905	5,036	0	15,941	0	(6,941)	9,000	0	0	9,000	0	0	9,000	0	0	9,000	0	0	9,000
B	Committed Funds																			
1	Future Budgetary Imbalances	4,379	0	0	4,379	57	0	4,436	37	0	4,473	34	0	4,507	0	(1,812)	2,695	0	(2,695)	0
2	Future PFI Commitments	11,919	1,892	(1,704)	12,107		(12,107)	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Capital Programme																			
a	Capital Grant	529	449	0	978	449	0	1,427	449	0	1,876	449	0	2,325	449	0	2,774	449	0	3,223
b	Capital Receipts and Borrowing	0	1,626	0	1,626	0	0	1,626	4,047	0	5,673	4,931	0	10,604	4,177	0	14,781	9,537	0	24,318
c	Revenue Contribution to Capital Programme	596	575	0	1,171	575	0	1,746	575	0	2,321	575	0	2,896	575	0	3,471	575	0	4,046
d	Estate Works																			
i	Replacement HQ	14,714	3,352	(2,086)	15,980	10,435	(9,987)	16,428	0	(5,028)	11,400	0	(2,000)	9,400	0	0	9,400	0	0	9,400
ii	Victims' Hub	221	0		221	0	0	221	0		221	0	0	221	0	0	221	0	0	221
iii	Minor Works and Planned Maintenance	(433)	0	(500)	(933)	0	(750)	(1,683)	0	(500)	(2,183)	0	(500)	(2,683)	0	(500)	(3,183)	0	(500)	(3,683)
iv	Other estates strategies	0		0	0		(600)	(600)		(1,200)	(1,800)		(200)	(2,000)		(200)	(2,200)		(6,200)	(8,400)
v	Hub and Spokes	0	0	0	0	0	(790)	(790)	0	(3,280)	(4,070)	0	(1,500)	(5,570)	0	(2,651)	(8,221)	0	(2,011)	(10,233)
e	Fleet Replacement	(268)	0	(1,350)	(1,618)	370	(1,012)	(2,260)		(2,240)	(4,500)	0	(1,405)	(5,905)	0	(1,500)	(7,405)	0	(1,500)	(8,905)
f	ICT Investment	(1,465)	0	(3,225)	(4,690)	0	(1,930)	(6,620)	0	(1,650)	(8,270)	0	(150)	(8,420)	0	(150)	(8,570)	0	(150)	(8,720)
h	Other Projects/Schemes	(68)	0	(200)	(268)	0	(200)	(468)	0	(200)	(668)	0	(200)	(868)	0	(200)	(1,068)	0	(200)	(1,268)
n	Airwave	2,171	200	0	2,371	200		2,571	200	(2,771)	0	0	0	0	0	0	0	0	0	0
4	Commissioning Strategy and Police Service Initiatives	1,513	0	0	1,513	0		1,513	0		1,513	0		1,513	0	0	1,513	0	0	1,513
5	SA8 Change Programme																			
a	SA8 Programme Team	1,613	0	(1,613)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Other Financial Liabilities																			
a	Tribunal and Ombudsman Liabilities	149	0	0	149	0	0	149	0	0	149	0	0	149	0	0	149	0	0	149
b	Unspent Revenue Grants	256	0	(11)	245	0	0	245	0	0	245	0	0	245	0	0	245	0	0	245
c	3rd Party funds	379	0	(241)	138	0	(63)	75	0		75	0	0	75	0	0	75	0	0	75
d	Workstream Specific Reserves	1,989	0	(67)	1,922	0	(307)	1,616	0		1,616	0	0	1,616	0	0	1,616	0	0	1,616
e	POCA	344	150	(150)	344	150	(150)	344	150	(150)	344	150	(150)	344	150	(150)	344	150	(150)	344
	Sub Total	38,538	8,244	(11,147)	35,635	12,236	(27,896)	19,975	5,458	(17,019)	8,414	6,139	(6,105)	8,448	5,351	(7,163)	6,636	10,711	(13,406)	3,940
TOTAL REVENUE RESERVES AND COMMITTED FUNDS		49,443	13,280	(11,147)	51,576	12,236	(34,837)	28,975	5,458	(17,019)	17,414	6,139	(6,105)	17,448	5,351	(7,163)	15,636	10,711	(13,406)	12,940
<u>CAPITAL RESERVES AND COMMITTED FUNDS</u>																				
C	Committed Funds																			
1	Capital Grant	0	449	(449)	0	449	(449)	0	449	(449)	0	449	(449)	0	449	(449)	0	449	(449)	0
2	Capital Receipts	1,626	0	(1,626)	0	0	0	0	600	(600)	0	500	(500)	0	0	0	0	0	0	0
3	Replacement Command and Control	1,739	0	(1,739)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL RESERVES AND COMMITTED FUNDS		3,365	449	(3,814)	0	449	(449)	0	1,049	(1,049)	0	949	(949)	0	449	(449)	0	449	(449)	0
TOTAL RESERVES AND COMMITTED FUNDS		52,808	13,729	(14,961)	51,576	12,685	(35,286)	28,975	6,507	(18,068)	17,414	7,088	(7,054)	17,448	5,800	(7,612)	15,636	11,160	(13,855)	12,940

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2018/19 to 2022/23
Capital Programme 2018/19 to 2022/23
At 26th January 2018

		2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
A	Estate						
1	Regular Capital Maintenance	500	500	500	500	500	500
2a	Replacement HQ	2,086	9,987	4,028			
2b	Replacement HQ - Fit Out Costa and Professional Services			1,000	1,000		
2c	Decommissioning of Headquarters				1,000		
3a	Estate Strategy - Police Hubs	0	0	1,500	1,500	1,691	1,691
3b	Estate Strategy - Police Spokes		640	1,280	0	960	320
4	Newport Central Upgrade		50				
5	Ystrad Mynach PFI		4,000				
6	Ystrad Mynach CCTV		250				
7	Collaborative HQ Relocations		100	400			
8	One Stop Shops'			100			
9	Total Estate	2,586	15,527	8,808	4,000	3,151	2,511
B	Vehicles	1,350	1,012	2,240	1,405	1,500	1,500
C	Information Systems						
1	Fusion Project						
1a	Mobile Devices (Agile)	1,613	880				
1b	IR3 system		250				
2	Network Switches	150	150	150	150	150	150
3	Total Information Systems	1,763	1,280	150	150	150	150
D	Other Projects / Schemes	200	200	200	200	200	200
E	Non Capital Funded Long Term Projects (Appendix 6a)	1,462	5,250	2,700	200	200	6,200
F	Total Programme	7,361	23,269	14,098	5,955	5,201	10,561
G	Funding						
1	Capital Grant	449	449	449	449	449	449
2	Revenue Contribution to Capital	575	575	575	575	575	575
3	Funding from Reserves and Committed Funds	6,337	22,245	9,027	0	0	0
4	Funding from External Borrowing	0	0	3,447	4,431	4,177	9,537
5	Capital Asset Disposal			600	500		
6	Total Funding	7,361	23,269	14,098	5,955	5,201	10,561
H	Surplus Funds	0	0	0	0	0	0

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2018/19 to 2022/23
Long Term Project Programme 2018/19 to 2022/23
At 26th January 2018

		2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
1	Fusion Project		650	1,500			
2	FIRMS Project						
2a	Enterprise Resource Planning System	862					
2b	Resource Planning System	400					
2c	Learning and Development System	200					
3	Estate Feasibility		200	200	200	200	200
4	Estate Strategy						
4a	Monmouth Hub		400				
4b	Abergavenny Hub			1,000			
5	Ystrad Mynach PFI		4,000				
6	Collaborative Relocation - Joint Firearms						6,000
Total Programme		1,462	5,250	2,700	200	200	6,200

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GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2018/19

CONFIRMED DATES

26th January 2018 at 10am

- Treasury Management Strategy
- Treasury Management 6 Month update
- Budget Precept
- Engagement Strategy
- Performance Report

16th March 2018 at 10am

- Well-being Strategy

15th June 2018 at 10am

21st September 2018 at 10am

21th December 2018 at 10am

Date to be Confirmed

Strategic Equality Strategy update
OPCC Complaints
Cyber Crime

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