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**Gwent Police  
and Crime Panel**

**Panel Heddlu  
& Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans  
(Tel: 01443 864210 Email: [evansca1@caerphilly.gov.uk](mailto:evansca1@caerphilly.gov.uk))

**Date: 8th September 2017**

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, 15th September, 2017** 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 held on 1st August 2017. 1 - 2
4	Verbal update by the Police and Crime Commissioner for Gwent. 3 - 14
5	Verbal Update by the Chief Constable.
6	Gwent Police Performance Monitoring. (To Follow)
7	Gwent Police and Crime Panel - Consultation Paper on Proposals for National Representation. 15 - 20
8	Gwent Police Communication Suite Progress Report. 21 - 24
9	Police and Crime Commissioner for Gwent - Annual Report 2016 - 2017 (Final Draft) 25 - 58
10	Finance Report for the Year Ending 31st March 2017 59 - 76
11	Police and Crime Commissioner for Gwent 2018/19 Budget Setting Timetable. 77 - 82
12	Medium Term Financial Projections 2018/19 to 2022/23. 83 - 104

13	Treasury Management Annual Report 2016/17.	105 - 112
14	Forward Work Programme.	113 - 114

#### **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 TUESDAY 1ST AUGUST 2017 AT 10AM**

Present:

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

Councillors S. Healy and Mrs L. Winnett – Blaenau Gwent County Borough Council  
Councillors Mrs C. Forehead, G. Kirby and C. Mann - Caerphilly County Borough Council  
Councillors M. Ford and M. Jeremiah – Torfaen County Borough Council  
Councillors P. Clarke and T. Easson – Monmouthshire County Borough Council  
Councillors W. Routley and J. Jordan – 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

Together with:

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

#### **1. ELECTION OF CHAIR AND VICE CHAIR**

It was moved and seconded that Councillor J. Guy be appointed as Chair of the Gwent Police and Crime Panel for the ensuing year and by a show of hands this was unanimously agreed.

RESOLVED that Councillor J. Guy be appointed Chair of the Gwent Police and Crime Panel for the ensuing year.

It was moved and seconded that Mrs G. Howells be appointed as Vice Chair of the Gwent Police and Crime Panel for the ensuing year and by a show of hands this was unanimously agreed.

RESOLVED that Mrs G. Howells be appointed as Vice Chair of the Gwent Police and Crime Panel for the ensuing year.

#### **2. 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.

Councillor Mrs L. Winnett wished it noted that she is a member of the Local Crime Prevention Panel and an Animal Welfare Lay Visitor for Gwent Police.

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

### **3. APOLOGIES FOR ABSENCE**

There were no apologies for absence

### **4. PROPOSED APPOINTMENT OF THE CHIEF CONSTABLE**

Mr J. Cuthbert, Police and Crime Commissioner for Gwent, notified the Panel of his intention to appoint Mr Julian Gwynne Williams as Chief Constable of Gwent Police.

Members were advised that in accordance with the requirement of the Police Reform and Social Responsibility Act 2011, the Panel is required to hold a public confirmation hearing to review the proposed senior appointment and make a report to the Commissioner.

During the confirmation hearing, the Panel discussed the report and sought further information from the Commissioner about the process relating to the appointment. Following this, Mr Williams was invited to the hearing and detailed discussions ensued in which a number of questions were asked to Mr Williams in order that the Panel could consider his responses and determine his suitability against the person specification criteria (namely experience and qualifications, skills, knowledge and competence qualities).

At the conclusion of the question and answer session the Panel adjourned for a short recess to enable them to reflect on the information they had received from Mr Williams.

On reconvening, it was moved and seconded that the proposed appointment of Mr Julian Gwynne Williams as Chief Constable of Gwent Police be endorsed. By a show of hands this was unanimously agreed.

The meeting closed 11.50 am.

## Police and Crime Commissioner's Update – September 2017

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### **Launch of Police and Crime Plan**

The Commissioner launched his Police and Crime Plan on 30<sup>th</sup> March 2017 following its approval by the Police and Crime Panel on 17<sup>th</sup> March, 2017. The Plan provides the strategic direction for how policing and crime services should be delivered in Gwent over the next four years.

### **Commissioner's First Year in Office**

Friday 12<sup>th</sup> May 2017 marked one year exactly since Jeff Cuthbert began his role as the Police and Crime Commissioner for Gwent.

[www.southwalesargus.co.uk/news/15281330.Police\\_and\\_crime\\_commissioner\\_reflects\\_on\\_first\\_year\\_in\\_office/](http://www.southwalesargus.co.uk/news/15281330.Police_and_crime_commissioner_reflects_on_first_year_in_office/)

### **Delivering Against the Priorities**

#### ***Priority 1 – Crime Prevention***

##### **1.1 Launch of Pilot Security Scheme**

On 5<sup>th</sup> May 2017 the Commissioner launched the 'Home Safe Hospital Stay' pilot scheme which aims to install security devices in the home of vulnerable people from Ebbw Vale and Tredegar who are worried about the security of their property during their stay in hospital. Dependant on its success, the home safety kit could be rolled out to other parts of Gwent in the future.

[www.southwalesargus.co.uk/news/15273594.Crime\\_prevention\\_scheme\\_launched\\_for\\_hospital\\_patients/](http://www.southwalesargus.co.uk/news/15273594.Crime_prevention_scheme_launched_for_hospital_patients/)

##### **1.2 Partnership Fund Refocus**

Prior to the latest round of the Partnership Fund (for the 2017/18 financial year), the Commissioner had chosen to refocus future Partnership Fund rounds from 2018/19 onwards. Rather than as in previous rounds where applicants bid-into the Fund based on the particular round's criteria, in the future, potential recipients will be actively sought out.

The new Fund will focus on providing support for Gwent's most disadvantaged areas, particularly in respect of groups or organisations already working with young people in those areas. Community groups and partnership working will be central to the success of this future Fund, and the aim is for local police teams to be working at the heart of these community groups as the conduit between the OPCC, Gwent Police and the beneficiaries. As previously, the activities supported must have clear links to the priorities within the Police and Crime Plan. The Fund will also be aimed at other crime prevention initiatives, as well as tackling poverty and safeguarding the most vulnerable in our communities, without duplicating other funding sources.

Work has been undertaken to understand the impact that this change of focus will have on our communities and it is anticipated that this approach will result in fewer bids in total into the Fund, thereby allowing the Commissioner to allocate greater sums to support each project. In addition, the Fund will likely evolve to support funding allocations over a longer time frame as opposed to acting as an annual grant awarding process, thus address longer-term issues and provide more sustainable benefits.

### **1.3 Provision of Diversion Schemes**

The Women's Pathfinder Diversion Scheme has been running in the Newport City area since October 2015. Situated in the Newport Custody Suite, the scheme was established to divert lower risk women away from the Criminal Justice System and into voluntary community interventions and support. Under the current process, women with complex needs, often victims themselves, receive the support they need to help them address any underlying issues, to avoid future contact with the police and build positive relationships with their families and wider communities. Plans are now underway to extend the scheme across the whole of the Gwent region

Work to develop a Gwent-wide complementary diversion scheme for all eligible people in custody commenced in May 2017. A joint Project Board has been established between the OPCC and Gwent Police to take forward the supporting Implementation Plan. A successful 'Listen and Learn' process mapping session was held in August to inform the development of the wider diversion process and members of the Project Board are currently visiting schemes in other policing areas to glean best practice and any other lessons learned during the implementation stages for the diversion programmes.

[www.gwent.pcc.police.uk/decision-log/?ref=PCCG-2017-021](http://www.gwent.pcc.police.uk/decision-log/?ref=PCCG-2017-021).

## ***Priority 2 – Supporting Victims***

### **2.1 All Wales Modern Slavery Event, 22<sup>nd</sup> March 2017**

The Commissioner hosted a successful All Wales Modern Slavery Event on the 22<sup>nd</sup> March 2017 which was organised in partnership with the Welsh Government.

The Commissioner is now the representative to the Welsh Government Modern Slavery Group on behalf of all Commissioners across Wales.

### **2.2 Well-being and Vulnerability Strategy**

Identifying, protecting and supporting the most vulnerable people in Gwent is fundamental to achieving the priorities set within the Police and Crime Plan 2017- 2021. Therefore the OPCC is working with the Gwent Police to implement a joint 'Well-being and Vulnerability Strategy' to provide the mechanism for delivery and provide a clear avenue for governance and oversight.

Well-being and vulnerability affects a wide range of people in a range of circumstances. This can be seen through our policing demand within: hate crime; missing children reports; modern day slavery and human trafficking; domestic abuse and sexual violence; exploitation and intimidation by serious organised crime gangs; mental health; scams and swindles of the elderly; neglect and child abuse; exploitation; and abuse of our looked after children and care leavers.

This strategy will ensure that we work with all communities, but have a particular focus on our engagement and presence within areas of deprivation to improve our relationships and build communities' resilience and intolerance to all crime types.

### **2.3 Sexual Abuse, Violence and Exploitation Funding and Demand Review**

During May 2017, the OPCC Policy Officer and Connect Gwent Co-ordinator reviewed the Sexual Abuse, Violence and Exploitation (SAVE) services. The purpose of the review was to:

1. Scope the current services for child and adult victims of sexual violence, abuse and exploitation in Gwent, (to identify how they meet current demand, deliver effective outcomes for victims and prevent future incidents and abuse occurring); and
2. Provide an evidence base for the PCC that will inform the creation of a sustainable commissioning model for sexual abuse, violence and exploitation (SAVE) services.

The OPCC review was completed and provided six recommendations, which includes the commissioning of an independent evaluation of the SAVE service and its impact across Gwent. This work has begun and the expression of interest application process commenced on 25<sup>th</sup> August 2017.

## ***Priority 3 – Community Cohesion***

### **3.1 Engagement**

One of the main outcomes of monitoring force performance is being able to let the community know how their police service is working on their behalf and what it achieves. This is done via numerous methods supported by a joint Engagement and Communications Strategy.

Since the last meeting of the Police and Crime Panel a public surgery was held in Pontypool on Saturday 6<sup>th</sup> May 2017. The Commissioner and the staff of the OPCC have also been engaging with the public at a variety of events across Gwent over the summer months. Public surgeries will recommence in autumn 2017.

### **3.2 Equality Plan Annual Report**

In May 2017, the OPCC and Gwent Police issued the first joint Equality Plan Annual Report for 2016/17. The Action Plan is being reviewed during 2017/18 to ensure it remains aligned with recently developed policies. Progress updates will be provided to the Panel in due course.

[www.gwent.pcc.police.uk/about-us/equality-and-diversity/equality-duty/](http://www.gwent.pcc.police.uk/about-us/equality-and-diversity/equality-duty/)

## ***Priority 4 – Tackling Anti-Social Behaviour***

### **4.1 Safer Gwent Update**

This joint partnership venture, established to provide regional oversight to support local community safety legal requirements, has now been in operation for three years. It has been instrumental in providing a Community Safety Strategic Assessment for Gwent, which in turn provides a joint annual work programme for the partnership.

With the funding made available by the Commissioner, a number of regional assets have been provided which would otherwise not be in place. These include:

- Strategic Gwent Partnership Analysis Capability;
- Independent Domestic Violence Advisor (IDVA) coordination and officers;
- Positive Futures Youth diversionary and development programme;
- A South Wales Fire and Rescue Police Liaison Officer; and
- An Anti-Social Behaviour (ASB) Coordinator for Gwent, who is currently working across a number of organisations that deal with ASB to streamline processes and responses for dealing with incidents and providing support to victims.

A number of PSBs have identified Safer Gwent as the best governance model for future collective delivery of community safety, as a result of which, a paper will be presented to each PSB to agree to this move in the near future.

### **4.2 Community Safety Review**

Responsibility for the development of community safety policy in Wales is complex and split between many different agencies. It is also influenced by the Welsh Government which is accountable for setting the policy for key devolved agencies. During 2015/16, the Wales Audit Office examined the community safety arena in Wales. In the resulting report, the Auditor General concluded that complex responsibilities make it difficult for public bodies to coordinate a strategic approach to community safety which weakens collective leadership and accountability and undermines the potential to keep people safe.

The reviewed identified that there is a mixed picture in terms of Public Service Board (PSB) consideration of community safety issues across Wales. It suggested that PSBs should at least be taking Community Safety Strategic Assessments into account as well as considering Police and Crime Plans when setting their well-being objectives. As such, Welsh Government has been consulting on the recommendations in the original Wales Audit Office report and will be presenting their draft proposals to a regional meeting in Gwent on 27<sup>th</sup> September 2017. Formal invitations have been sent to members of the Police and Crime Panel.

Once those recommendations are known, PSBs and the Safer Gwent partnership will need to consider how they are to be provided for in Gwent. As a member of the PSB the Commissioner will be fully involved in these



negotiations going forward and will update the Police and Crime Panel accordingly.

## ***Priority 5 – Efficient and Effective Service Delivery***

### **5.1 Police Estate Strategy**

The Commissioner is responsible for all of the police estate in Gwent and is accountable for all decision relating to the properties and buildings within the portfolio.

Ensuring a fit for purpose police estate is critical in achieving an efficient and effective police service. With this in mind, the Commissioner has developed his Gwent Police Estate Strategy that captures his vision of providing a future-focussed sustainable police estate that reassures the public, motivates and enables officers and staff to deliver an excellent service with partners, whilst being financially viable. The strategy highlights the Commissioner's commitment to ensure that access to police stations remains in localities. It looks at the current Gwent Police estate against policing and public requirements and outlines the Commissioner's future vision for the estate. The strategy also looks at potentially replacing property not in the right location or properties in poor condition that cannot provide for future needs.

The four pillars of the strategy are to provide:

1. An Estate which provides a citizen –focussed policing service;
2. An Estate which supports operational policing requirements;
3. An Estate which demonstrates value for money; and
4. An Estate designed for the future.

Underpinning the strategy is the 'one public service' ethos, which outlines the Commissioner's desire for enhanced collaboration and co-location with partners in shared facilities. The Commissioner highlights the success of retaining a permanent police presence in Abertillery by sharing accommodation with Welsh Ambulance Service and South Wales Fire and Rescue crews as a prime example of how this can be put into practice.

The strategy will be reviewed annually and published on the OPCC website.

### **5.2 Gwent Police Awards Ceremony, 20<sup>th</sup> March 2017**

The annual awards ceremony, hosted by the Chief Constable, is a chance to highlight the excellent work and notable acts, not only of Gwent Police officers and staff, but members of the public and our colleagues in the emergency services as well. The Commissioner was pleased to present a number of the awards during the evening.

### **5.3 Review of the Gwent Criminal Justice Strategy Board**

The OPCC is currently co-ordinating and leading a Task and Finish Group, comprised of members of the Criminal Justice Strategy Board, to undertake a review of the local criminal justice partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and

effectiveness of the criminal justice system within Gwent.

The review is undertaken in line with recommendations from the Criminal Justice Joint Inspectorate and HMIC report '*Working in Step? A joint inspection of local criminal justice partnerships by HMIC, HMCPSI and HMI Probation*' (October 2015) and the Association of Police and Crime Commissioners' briefing following the Localising CJS' policy forming session of October 2016.

Work has already been undertaken to identify and clarify links with related partnerships with plans in place to improve existing relationships with the Criminal Justice Strategy Board.

#### **5.4 General Data Protection Regulation**

The General Data Protection Regulation (GDPR) comes into force on the 25<sup>th</sup> May 2018. Some of the key changes include:

- Expansion of the definition of personal data to include personal identifiers such as IP addresses. This reflects changes in technology and the way information is collected about people;
- Inclusion of genetic data and biometric data within the 'Sensitive Data' categories;
- Making it easier to withdraw consent for personal data to be used;
- Allowing people to ask for their personal data to be deleted; and
- Increase in fines for serious data breaches of up to £17 million or 4% of global turnover (current fine limit is £500,000).

The UK government has confirmed its intention to progress with the implementation of the GDPR in the hope that there can continue to be a free exchange of personal data with Europe following withdrawal from the European Union. A Data Protection Bill to transfer the GDPR into UK law is currently being progressed.

The Information Officer of the OPCC has reviewed the legislation and drafted an action plan to guide the work of the organisation to ensure compliance with the requirements is achieved by the implementation date. All staff have been made aware of their responsibilities in this area and compliance will be monitored.

### **Key Achievements**

#### **6. Holding the Chief Constable to Account**

Since the last meeting of the Police and Crime Panel the Commissioner has held two Strategy and Performance Board meetings where he has publicly held the Chief Constable to account for delivery against the Police and Crime Plan.

Key areas of work that have been monitored and challenged through these meetings include:

- Progress against the Staying Ahead (8) programme to ensure planned efficiency savings are achieved;
- Progress against the Strategic Policing Requirement, including the delivery of collaborative services such as Firearms;
- Gwent Police performance, including financial performance;
- Provision of services to victims including Connect Gwent, the multi-agency victims' hub, and services to victims of Hate Crime; and
- Delivery of internal business services such as ICT and Fleet.

The Commissioner and Chief Constable also regularly meet on a one-to-one basis to discuss key issues. Recently, one area of discussion has been around the impact of 'paedophile hunters' on policing of cybercrime.

## **7. Monitoring Performance**

Performance monitoring is in constant motion with tasking and performance looked at daily across Gwent Police. Key areas regularly considered include:

- Policing demand in terms of crime, ASB and other incidents and the Force's response to it;
- Victim satisfaction;
- Public confidence;
- The inspection regime,; as well as
- Projects and programmes undertaken to ensure that Gwent Police is efficient and effective in delivering against the priorities set by the Commissioner.

Whilst all of the OPCC officers attend meetings relevant to their portfolios, they are there primarily as critical friends and to inform the Commissioner as the individual who holds the Chief Constable accountable.

Following the publication of the Commissioner's Police and Crime Plan for 2017-2021, Gwent Police reviewed the internal Performance Framework to align their delivery plan to the Police and Crime Plan priorities. The OPCC and Gwent Police have together reviewed the internal meeting process to reduce duplication and bureaucracy and streamlined the reporting process from the operational to strategic decision making level.

In the near future the Commissioner will update the Police and Crime Panel on this monitoring programme and provide positive and negative reporting as applicable via a standardised report to each meeting.

## **8. Appointment of the Chief Constable**

In May 2017, the OPCC ran a recruitment campaign to replace Chief Constable Farrar who had informed the Commissioner of his intention to retire on 30<sup>th</sup> June 2017.

The recruitment process involved complying with a number of steps to ensure transparency throughout the process. When publicising the recruitment process we ensured communication encouraging all eligible potential

applicants was disseminated widely throughout England and Wales with the advert shared through internal and external channels of the College of Policing, the National Police Chiefs Council (NPCC) and the Association of Police and Crime Commissioners (APCC). All eligible candidates received direct communication informing them of the job vacancy.

Following confirmation of the proposed appointment by the Police and Crime Panel on 1<sup>st</sup> August 2017, the Commissioner publicly announced the successful appointment of the new Chief Constable, Julian Williams.

**9. Meetings with the Cabinet Secretary, Welsh Government**

The Commissioner meets regularly with Welsh Government colleagues. The last meeting in June 2017 was a joint meeting with the Cabinet Secretary for Communities and Children, the Cabinet Secretary for Health, Well-being and Sport and the Commissioner. Items discussed during the meeting included:

- The Mental Health Crisis Care Concordat;
- Collaboration between policing and the NHS;
- Violence Against Women, Domestic Abuse and Sexual Violence;
- Progress of the Children's Residential Care Task and Finish Group; and
- Public Service Boards.

**10. Ministerial Visit to Gwent**

On 6<sup>th</sup> July 2017, the Policing and Fire Minister, Nick Hurd MP, visited Gwent to meet the Commissioner and find out more about some of the good work being undertaken by the service and its partners in support of vulnerable and missing children. The Minister also discussed some of the challenges and issues facing policing in the area. This was his first Ministerial visit outside of London since taking up the role in June.

**11. Home Office Wales Team Visit**

In August, the OPCC hosted a familiarisation visit of the Home Office Wales Team. During the day they met with a range of OPCC staff and Gwent Police colleagues to learn more about current work regarding vulnerable victims. The day concluded with a visit to the Missing Person's Hub. Feedback from the day was very positive with the Home Office Wales Team keen to remain engaged with the OPCC in the future.

**12. Child Centred Practice**

In June 2017, the OPCC hosted a workshop with partners to develop Child Centred Practice across Gwent. Work has already begun on the strategy and framework for Gwent which is based on the principles of the National Police Chiefs' Council (NPCC) National Strategy for Child Centred Policing. Ultimately, the Commissioner hopes that all partners involved would agree to adopting the principles as they become applicable to their own internal procedures and practices.

### **13. Update on the Welsh Language Standards**

The OPCC is now compliant across the standards required for the 30<sup>th</sup> March 2017. A small number of standards have a compliance date of 30<sup>th</sup> September 2017, and work will continue past March to ensure successful implementation. A small number of Standards have been challenged with the Welsh Language Commissioner and are on hold pending a decision from the Commissioner to agree with the extended timescales. Activity is underway to implement the remaining standards required before 30<sup>th</sup> September.

By 30<sup>th</sup> September, an Annual Report will be published against the requirements listed within the standards to cover the financial year 2016/17. A monitoring framework has been set up to support the production of the report and includes a section regarding other aspects of our Welsh language provision and implementation, such as costs. These additional factors will be reported to the OPCC Executive Board for scrutiny in conjunction with the Annual Report.

The new Welsh Language Policy Officer commenced their role on 3<sup>rd</sup> April 2017. The joint Welsh Language Translator post has also been filled with the successful candidate commencing employment during September 2017.

### **14. Independent Custody Visiting and Animal Welfare Schemes**

On 7<sup>th</sup> July 2017, the Commissioner hosted a visit by Katie Kempen, the Chief Executive of the Independent Custody Visiting Association (ICVA). During the day they toured the fully refurbished custody suite in Newport and met with members of staff including the custody sergeant and nurse. Katie spoke positively of her visit and shared her experience on her blog:

<https://custodyvisiting.wordpress.com/2017/07/10/walking-the-job-in-gwent/>

Since then, a recruitment process has been undertaken to recruit both Independent Custody Visitor and Animal Welfare volunteers. Four Animal Welfare volunteers and three Custody Visitors were successfully appointed with their tenures commencing in October 2017.

### **15. Work with Public Service Boards (PSBs)**

For the last 18 months, PSBs have been consulting on issues impacting their respective geographic areas and considering ways they might tackle them. The resulting PSB Action Plans will be published by May 2018 and all partners have been asked to work collectively to address these issues once agreed.

All five of the PSBs have undertaken work to procure research to identify common areas across the wider Gwent area which will be of particular interest to partners working on a regional footprint, e.g. policing. The OPCC has played a key role in the development of the objectives as set out in accordance with the well-being agenda. This has involved attending regular workshops across the five local authority areas to ensure that each PSB takes into account and aligns their objectives with the Police and Crime Plan priorities for 2017-2021.

## **16. Update on Work with the Association of Police and Crime Commissioners (APCC)**

The Commissioner attends the following national meetings:

- APCC General Meeting with the Commissioner elected as a member of the Board in July 2017;
- APCC/National Police Chief's Council Joint Summit;
- National Anti-trafficking and Modern Slavery Network; and
- Policing Delivery:
  - Police Technology and Digital Portfolio Group (Deputy Lead)
  - Efficiency and Support Services (Deputy Lead)
  - Finance and Re-organisation

The Deputy Commissioner attends the following national meetings:

- APCC General Meeting;
- APCC/National Police Chief's Council Joint Summit; and
- National Anti-trafficking and Modern Slavery Network (represents the Commissioner when he is unable to attend).

## **17. Update on Work with the All Wales Policing Group (AWPG)**

The Commissioners and Chief Constables from the four Police areas in Wales continue to meet quarterly to consider the current and future Policing requirements for Wales. This has included strategic discussions on police funding, scrutiny of regional collaboration initiatives and critical areas regarding the introduction of the apprenticeship levy.

The AWPG has engaged with key partner organisations such as HMIC, APCC, Wales Council for Voluntary Action, Independent Child Trafficking Advocates and the Wales Local Government Association. An All Wales Deputy Chief Constable has been appointed to support the work of the group to focus on future collaboration across Wales.

## **Key Priorities**

During the next quarter, there will be a focus on:

- Undertaking budget setting processes;
- Delivering the Estate Strategy;
- Continued development of the work around Child Centred Practice with a second workshop with partners planned for autumn 2017;
- Progressing the Well-being and Vulnerability Strategy with a showcase to HMIC in October 2017, in line with their Effectiveness inspection. The Strategy will be presented to the Commissioner's Strategy and Performance Board in on 28<sup>th</sup> November with subsequent submission to the Police and Crime Panel in December 2017. A public launch will follow in January 2018;
- Commissioning a provider to undertake the SAVE evaluation by 1<sup>st</sup> October 2017 and their completed report received in January 2018. This report will inform the commissioning of services for 2018-2019;

- Further development of the Women's Pathfinder and other diversion work across Gwent;
- Assessing the health of the criminal justice system in Gwent, including its impact on victims and witnesses;
- Continued work towards compliance with the GDPR requirements;
- Continued review of the police estate to ensure it remains fit for purpose;
- Continued significant planning and design work to develop the new Partnership Fund process ready for 1<sup>st</sup> April 2018 to make awards at the start of the financial year; and
- Hosting a learning seminar with the IPCC in Wales for Professional Standards and Custody Staff in relation to 'Near Misses' in Custody (Near Misses are any incidents which 'resulted in, or could have resulted in, the serious illness or self-harm of a detainee).

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**SUBJECT: GWENT POLICE AND CRIME - CONSULTATION PAPER ON PROPOSALS FOR NATIONAL REPRESENTATION**

**DATE: 15 SEPTEMBER 2017**

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**1. PURPOSE OF REPORT**

- 1.1 To consider proposals contained in consultation paper for establishment of national representation for police and crime panels.

**2. LINKS TO STRATEGY**

- 2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel (PCP) within each police force area to support and challenge the local Police and Crime Commissioner.

**3. BACKGROUND**

- 3.1 The Chair and lead officer attended a meeting of representatives of police and crime panels to discuss the proposal to establish an association of police and crime panels. The attached consultation paper has been produced for consideration by Panels in England and Wales.

**4. CONSULTATION PAPER**

- 4.1 The attached consultation paper (appendix 1) sets out proposals and options for establishment of a national body with the aim of giving a voice to police and crime panels.
- 4.2 Panel members are asked to consider these proposals and if they wish establish such a body and indicate which option as set out in section 7 is preferable.

**5. FINANCIAL IMPLICATIONS**

- 5.1 There would be a cost attached to establishing an independent body and at present these costs are unknown. The costs would be dependent on the terms of reference of such a body and the number of panels that choose to join.
- 5.2 The Special Interest Group (SIG) within the LGA option would be more cost effective as this would be included within the cost of LGA membership.
- 5.3 Any such costs would have to be met from the Police and Crime Panel grant funding paid to the lead authority by the Home Office. The panel are asked to note that there is no additional budget for any additional costs and the Home Office are unlikely to provide any increase to funding, as the grant has not increased in the past 4 years.

## **6. CONSULTATION**

- 6.1 There are no consultation responses that have not been reflected in the recommendations of this report.

## **7. RECOMMENDATION**

- 7.1 The Gwent Police and Crime Panel are asked to consider if they wish to join a national body to represent Police and Crime Panels and if yes which of the following options is preferable:
- 7.2 Option 1 - Support setting up an independent Association to develop a voice for PCPs across the UK.
- 7.3 Option 2 - Support setting up a Special Interest Group (SIG) within the Local Government Association.
- 7.4 Option 3 - A combination of both the above options with a SIG set up as a 'stepping stone' towards the establishment of a National Association.

## **8. REASONS FOR THE RECOMMENDATIONS**

- 8.1 To provide a response in respect of the proposals to establish a national body to represent Police and Crime Panels.

## **9. STATUTORY POWERS**

- 9.1 Police Reform and Social Responsibility Act 2011.

Author: Catherine Forbes-Thompson, Interim Head of Democratic Services, Caerphilly County Borough Council  
Email: [forbec1@caerphilly.gov.uk](mailto:forbec1@caerphilly.gov.uk)  
Telephone: 01443 864279

Consultees: Councillor John Guy, Chair Gwent Police and Crime Panel  
Mrs G Howells, Vice Chair Gwent Police and Crime Panel

Appendices:  
Appendix 1 - Consultation Paper on Proposals for National Representation

## **Police and Crime Panels – Consultation on proposals for national representation**

### **Introduction**

The first Police and Crime Commissioners (PCCs) were elected in November 2012 following the enactment of the legislation which also made provision for Police and Crime Panels (PCPs) to scrutinise various aspects of their activities to ensure that the PCCs were delivering according to the needs and wishes of the localities they serve. Since their establishment, concerns have been widely expressed that the PCPs' ability to carry out this task has been somewhat hampered by the terms of reference under which they were set up, many of which are broadly regarded as being unnecessarily limited and often ambiguous.

Concerns have also been raised that, unlike the PCCs who have established a National Association, the effectiveness and development of PCPs has been restricted by the lack of a collective voice through which representation to Government and the sharing of best practice can be channelled.

At meetings of representatives of PCPs from across the country in February and July 2017 these concerns were widely aired and almost unanimously shared, as was the view that a national voice for the PCPs was urgently required. This view has arguably been further reinforced following the recent Policing and Crime Act 2017 which added further to the PCCs' powers without adding to those of the PCPs.

At the July meeting it was agreed that PCPs would seek to address their concerns by establishing a national voice and the following timetable was agreed.

1. This consultation paper would be prepared and circulated to the Chairs and Clerks of all PCPs in early August seeking responses by 22 September.
2. A paper containing the results of the consultation including options/recommendations would be circulated by 13 October.
3. Options and recommendations would be discussed at the PCPs' Annual Conference on 6 November and a decision made as to the way forward.

This paper seeks to highlight the principal arguments for the establishment of a national body and in doing so to suggest options for moving forward.

### **The Case**

Before entering into lengthy argument, it is important to answer the central question as to whether or not there is a need for a national voice to provide a channel of communication with Government, other stakeholders and partners. Would such a voice increase the visibility of PCPs, support their development and engender greater understanding of their role? The response from representatives of PCPs has been overwhelmingly, yes.

In both meetings there was strong agreement that a clear benefit would be derived from enabling Panels to come together to share and exchange views and experience, and to provide a strong national voice to influence the national landscape. There was agreement too that Panels would benefit from being better able to engage and forge new relationships with other national stakeholders.

Central to the view that a national voice was required was a strongly held belief that there was a need for PCPs to have a vehicle through which we could express our views and concerns with the Home Office. As stated above, the role of the PCCs is expanding at a considerable pace bringing additional challenges to the PCPs that are required to scrutinise them. The need for them to have the facility and credibility to address these increasing demands is self-evident as, indeed, they would from having a vehicle to share best practice and innovation and identify ways to achieve efficiencies through working together.

Underlining all these arguments was the strongly held view that PCPs currently lacked parity of esteem with other key players and, of course, that there was a need for us to have a vehicle through which we could express our views and concerns to the Home Office.

In reflecting on these thoughts it is important to recall that all those present were anxious to ensure that, whatever vehicle was put in place, unnecessary bureaucracy and expense was to be avoided at all cost. Whilst seeking a common voice, where appropriate, it was also essential to note the sovereignty of individual PCPs and their right to operate independently. As they develop their thinking it is also important to note that PCPs across the country contain a wide range of experience and expertise and that their overwhelming intention is to provide constructive and supportive input.

## **Options**

At both of the above meetings, through subsequent conversations and feedback, three principal options seem to have emerged, which are summarised below:

### **Association of Police and Crime Panels**

Setting up an independent Association to develop a voice for PCPs across the UK seemed to be a popular option.

#### **Advantages**

- Greater levels of independence
- A parallel body to the Association of Police and Crime Commissioners
- Ability to engage PCPs from across the UK
- Opportunity to develop parity of esteem with other stakeholders

#### **Disadvantages**

- Would need to establish an administration and the funding to support it
- Starting from scratch, the APCP would quickly need to establish a level of credibility
- Would need to be funded by the PCPs directly

#### **Possible next steps**

- Agree an Interim Chair and Steering Committee at the forthcoming national conference
- Agree a timetable for establishing a Constitution
- Agree a manifesto/policy statement

### **Special Interest Group within the LGA**

A Special Interest Group (SIG) within the LGA would arguably more quickly enable the establishing of a national voice for PCPs. It might also provide a convenient first step towards establishing APCP.

#### **Advantages**

- Part of a nationally recognised body with strong links to Central Government
- Some (limited) administration support
- Venue for meetings
- Funding would be met as part of LGA membership

#### **Disadvantages**

- Not all PCPs' home authorities are members of LGA
- Possibility of clashes with wider LGA policy
- PCPs' independence might be challenged

#### **Possible next Steps**

- Agree protocols with LGA including arrangements for non LGA members to fully participate

### **Combination**

At a time when the landscape surrounding PCPs is changing rapidly, it might be argued that the need to set up a national voice is pressing and that we need to move forward more quickly. If one accepts that argument, a combination of both the above options would be feasible whereby a SIG might be set up as a 'stepping stone' towards the establishment of a National Association.

#### **Advantages**

- This could be achieved relatively quickly
- It would 'buy time' to ensure we establish ourselves in a credible fashion
- It would provide immediate support

#### **Disadvantages**

- Would require work to ensure that all PCPs across the UK have a voice regardless of their status within the LGA

### **Other**

One final option involving a possible link with the Centre for Public Scrutiny (CfPS) has been floated, but not pursued at this point although it is intended to explore this once the holiday period has ended, with any feedback being issued as an addendum to this paper at that time.

## Conclusions

As with all ventures of this type there will be challenges but the clear, and commonly held, view seems to be that a body to represent the interests of PCPs across the UK should be established. Whichever option is pursued, it is acknowledged that there will need to be a degree of pragmatism but, in so acknowledging, two key tenets must be respected. It must:

- be able to provide equal representation for all its members;
- respect the individual independence of each PCP.

It would be helpful if feedback on this paper could be provided by Friday 22 September via Clive Head, the Clerk to the Hertfordshire PCP, at [clive.head@broxbourne.gov.uk](mailto:clive.head@broxbourne.gov.uk) so that a final paper can be produced and circulated by Friday 13 October for consideration at the Annual Conference on Monday 6 November.

## **Force Communication Suite Progress Report**

*Police and Crime Panel*

*Update - September 2017*

Author: Superintendent Ian Roberts, Head of Force Communications Suite

Date: 31/08/17

### **Purpose of the Force Communications Suite**

The main purpose of the Force Communications Suite is:

1. To answer telephone calls from members of the public in need of Police assistance. There are three primary means of telephone contact with Gwent Police, these being 999 (emergencies), 101 (non-emergencies) and 01633 838999 (switchboard).
2. To make an initial assessment of what is being reported, assessing the nature of the threat to any individual(s), the risk and severity of harm and the vulnerability of people involved.
3. To arrange an appropriate response, depending on the nature of the incident and the wishes of the victim. This includes dispatching officers via radio, arranging diary car appointments and dealing with some matters on the telephone, avoiding the need to deploy police resources unnecessarily.
4. To make accurate records of all incidents and crimes on relevant force systems.

The Force Communications Suite receives all emergency and non-emergency telephone calls. Other forms of contact, such as counter enquires and e-mail are received by Station Enquiry Officers working at Police Station front counters around the force area.

Police call handlers and dispatchers working within the FCS record incidents within a command and control system known as STORM. They also create and update the NICHE records management system with details of any incident which falls into the categories of crime, anti-social behaviour and public safety and welfare.

### **Force Communications Suite Project – Progress Report**

Since January 2016 a number of major changes have been implemented within the Force Communications Suite to improve efficiency and effectiveness. In his December 2016 update to the Office of the Police and Crime Commissioner, Superintendent Corcoran reported that these changes include;

- *The introduction of a new command and control system, which is used to manage deployment of resources to incidents called STORM.*
- *The introduction of a new digital telephony system and associated contact management computer system which is used to manage call demand and provide performance reporting mechanisms.*

- *The introduction of an Intelligent Voice Recognition system to reduce demand traditionally dealt with by a switchboard operator.*
- *Replacing the three distinct departments within FCS (call handling, telephone investigation/crime recording at source, and dispatch) with one 'omni-competent' operator role under a revised and streamlined management structure. Call handling is the management of all incoming and outgoing calls including all emergency calls. Dispatch is the function of radio communication with front line officers being deployed to live incidents and all associated duties. Crime recording at source is the process of taking a report from a member of public and determining at first point of contact whether a reportable crime has actually taken place and then recording the correct category of crime for Home Office statistical purposes.*
- *The model for delivery of the dispatch function changed to a 'single role' process. Historically, all control room dispatchers would perform a multi-function role where they managed incident logs, dispatched officers via radio, answered 999 calls, etc. Single role function means operators focus on one aspect of the role at a time.*
- *Replacement of the force risk assessment model from Victim Risk Assessment (VRA) to the THRV model. This is used with every call to assess what the level of risk, threat or harm is known about the incident being reported. This is used to determine the grade of the call and what resource is required to respond to it.*
- *Introduction of all Anti-social behaviour incidents and Public Safety incidents into the force record management system (NICHE). This resulted in an additional 30,000 records per annum being created and managed. Previously, all these incidents would be managed and recorded only within the force command and control system.*
- *Restructure of the force Crime Management Unit and increase in functionality. Previously, the unit was responsible for taking calls from front line officers at scenes of incidents and recording the crimes based on the information provided. Now they also act as a central function to quality assure and close all records for the force.*
- *Revised process of crime management for all front line officers. (Centralise some functions concerning crime closure and review)*
- *Introduction of a dedicated mental health triage function at peak times. A mental health social worker now sits in the suite at peak times to provide a direct contact for any relevant incidents where mental health is a factor. If required, this can mean transferring the caller direct to the social worker. This improves the force ability to respond promptly to such cases and provides an enhanced service to the caller.*
- *Introduction of a new rota pattern for all staff.*
- *Wholesale review of flexible working arrangements (over 45 staff) with more than 50% reduction achieved.*

I can report that all of these objectives have now been completed successfully.

## **Demand**

The Force Communications Suite deals with calls for service coming into the force via telephone on 3 separate lines

- 999 – Emergency response
- 101 – Single national non-emergency number
- 01633 838111 – Gwent Police general enquiries



The latest FCS performance report, issued on 12<sup>th</sup> August, covers the period July 2017. The demand on the Force Communications Suite was a total of 37,217 calls, an average of 1,201 each day. A breakdown of this demand is shown in the table below

Telephone Line	Total Volume	Average Speed of Answer	% Calls Abandoned Before Pickup
999	7,718	5.5 seconds	-
101	21,559	4 mins 1 second	28%
01633 838111	7,940	3 mins 43 seconds	37%

From a total of 37, 217 calls, 17,278 Police incident logs were created. Of these incidents, 23% were graded as an emergency, 22% as a priority call, 22% were graded as a scheduled call, and 34% were resolved on the telephone without the need for further deployment of police resources.

### **Performance Analysis**

The average speed of answer for 101 non-emergency calls in July was just over 4 minutes. This is not reflective of the typical performance seen in recent months of around 2 minutes. July is our busiest month of the year and presents our greatest challenge with maintaining capacity due to the school holiday period. Despite this, only 3 complaints were received during July which relate to the services provided by the Force Communications Suite. Whilst the level of calls abandoned appears high, our data shows that callers decide to put the phone down on average at around 3 minutes. It is worth noting that callers are advised where they are in the queue when contacting Gwent Police on the non-emergency lines.

It is also relevant to note that recent HMIC inspections have included an assessment of the services delivered in the FCS and reports have commented favourably on the performance of the team.

Overall, the change programme has been very positive and ensures that the Force Communications Suite remains fit for purpose to meet current and future demands. In recognition that the additional demands on call handlers had resulted in longer call waiting times, further changes were made in the last week of July. Call handlers now work in pods of 4, with one member of the team taking responsibility for managing the bulk of the administration tasks, thus allowing the call handler to move on to the next call. Early indications are that this change has resulted in a reduction in call waiting times and the number of calls abandoned.

### **Accessibility - Services for the Deaf Community**

Gwent Police offer a bespoke non-emergency SMS (Text) Messaging service for anyone who has difficulty communicating by telephone. As this is a subscriber based service the organisation has the

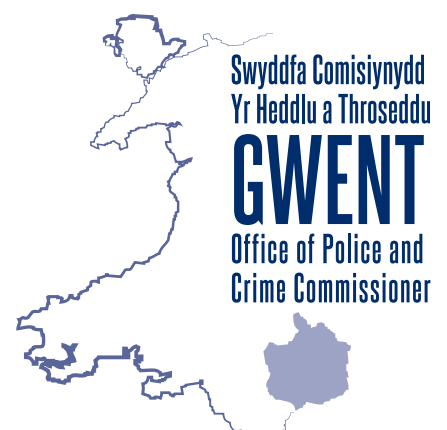
names & addresses of all subscribers thereby removing any risk should communication fail. In addition to this non-emergency contact can be made using a text phone through Typetalk (BT provision for Emergency & Non Emergency contact) or alternatively via email ([contact@gwent.pnn.police.uk](mailto:contact@gwent.pnn.police.uk)) or Facebook Messenger. All details required to inform assessment of Threat, Harm, Risk and Vulnerability can be obtained via any of these communication means, staff will assess police response required & comply with incident recording procedures. This ensures we offer a consistently high quality of service to all persons in need irrespective of how they contact the police.

Report ends



# THE POLICE AND CRIME COMMISSIONER FOR GWENT

ANNUAL REPORT 2016 - 2017





# CONTACT THE COMMISSIONER

[commissioner@gwent.pnn.police.uk](mailto:commissioner@gwent.pnn.police.uk)  
01633 642 200  
[www.gwent.pcc.police.uk](http://www.gwent.pcc.police.uk)  
@GwentPCC

Police and Crime Commissioner for Gwent  
Police Headquarters  
Cwmbran  
Torfaen  
NP44 2XJ



# CONTENTS

## **PAGE**

<b>4</b>	<b>Introduction</b>
<b>6</b>	<b>A Summary of our Delivery Against the Priorities</b>
<b>8</b>	<b>Achievements 2016-17</b>
<b>17</b>	<b>Corporate Achievements</b>
<b>21</b>	<b>Holding to Account</b>
<b>24</b>	<b>Working in Partnership</b>
<b>33</b>	<b>Looking to the Future</b>

# INTRODUCTION



## IN MAY 2016 I WAS ELECTED AS YOUR NEW POLICE AND CRIME COMMISSIONER FOR GWENT.

**I am delighted to present my first Annual Report highlighting key initiatives undertaken by my office during the period 1st April 2016 to 31st March 2017.**

I would like to pay tribute to my predecessor, Ian Johnston QPM, who was the first Police and Crime Commissioner for Gwent. His delivery of his **Police and Crime Plan 2013-2017** has provided a firm foundation for policing in Gwent upon which I am able to build.

This report links to the policing priorities for 2016/17 and includes Mr Johnston's last weeks in office. It contains activities that relate to some of his key achievements which include the establishment of the multi-agency victims' hub 'Connect Gwent', ensuring police officers remained in the heart of the communities they serve, supporting the accurate recording of crime data and introducing the Partnership Fund.

My role as Commissioner enables residents to have a greater say in how policing services are provided for them and to become actively involved in decision making which relates to their local service provision. Through events, forums and public surgeries

during the last year, my staff and I have visited our communities and our key partners, including town and community councils, local authorities, elected officials and local business leaders in the area. Only by listening to people's issues and concerns and by putting the needs of individuals at the heart of what we do, can we seek to provide the best possible quality of life for our citizens.

Public confidence in our local policing service, the satisfaction of victims of crime and tackling Anti-Social Behaviour remain a key focus. We continue to work with partners to develop initiatives to support and protect the most vulnerable within our communities.



I am particularly pleased that, over the last year, we have seen progress in a number of areas, including:

- People in Gwent being less affected by the impact of ASB;
- Successfully maintaining police resources and providing value for money;
- Recruiting new police officers to support our front-line service;
- Enhancing our commitment to the Mental Health Crisis Care Concordat for Wales;
- Developing our focus on protecting vulnerable people;
- Continuing to fund community initiatives through the Partnership Fund;
- Agreeing the development of a new estate strategy;
- Continuing our work with partners on issues of crime and Anti-Social Behaviour within our communities; and
- Organising major conferences to tackle issues such as modern day slavery and missing children.

The activities highlighted in this report form an important part of our strategic planning processes. The introduction of the Well-being of Future Generations (Wales) Act 2015 and its seven well-being goals provide a focus in all our work, and when working in partnership, to consider the long term impacts of our decisions on both our current and future generations within Wales.





I have been positively encouraged by the performance of Gwent Police since taking up office. It was with regret that I received official notice from the Chief Constable, Jeff Farrar QPM, of his intention to retire in June 2017. Mr Farrar has led the turnaround in Gwent Police's performance in recent years and he leaves us in a well-placed position to meet both current and future demands on the service. Under his guidance, Gwent Police has gone from being assessed by Her Majesty's Inspectorate of Constabulary (HMIC) as requiring improvement across the board to being one of the most improved police services in England and Wales.

I look forward to continuing these achievements with his successor, Chief Constable Julian Williams. I firmly believe that Julian Williams has the characteristics, wealth of experience, talent and drive to be an effective Chief Officer who will ensure that we continue to improve as a service and serve the communities of Gwent.

After listening to the communities of Gwent, partners and other key stakeholders, I was pleased to launch my Delivering a Safer Gwent **Police and Crime Plan 2017–2021** in March 2017, following its approval by the **Police and Crime Panel**. This plan provides the strategic direction for how policing and crime services should be delivered in Gwent over the next four years and is based on the five police and crime priorities which people told me are important to them.

### The priorities are:

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

I hope you enjoy reading my Annual Report. I would like to thank everyone that I have worked with during my first year of office in making a difference to policing and crime in Gwent. I would also like to thank the people of Gwent that have contributed through feedback to me and my staff within my office. We want to continue to engage with you and you can contact me using the details provided in this document. It is only with your help that we can continue to make a positive difference for our communities.

Jeff Cuthbert

Police and Crime Commissioner for Gwent.

# A SUMMARY OF OUR DELIVERY AGAINST THE PRIORITIES

The Police and Crime Plan 2013-2017, written by my predecessor, Ian Johnston, contained five priorities. Below is an overview of those priorities, highlighting some of my related key achievements supported by my staff within the Office of the Police and Crime Commissioner (OPCC). More detail on these activities can be found later in this document.



## Priority 1 - To deliver the best quality of service available.

**Outcome: The People of Gwent are satisfied that the police provide a service which meets their requirements.**

During 2016/17, I have:

- Held the Chief Constable to account for the delivery of the policing service in Gwent;
- Consulted on the new police and crime priorities and the current accessibility of the police to inform the development of the Police and Crime Plan 2017-2021;
- Consulted on the proposed level of increase for the precept for 2017/18;
- Monitored changes to improve the 101 non-emergency telephone number;
- Continued to monitor public confidence and victim satisfaction; and
- Successfully developed and launched the Public Response Unit (PRU);



## Priority 2 – To prevent and reduce crime.

**Outcome: People in Gwent are less affected by crime.**

During 2016/17, I have:

- Developed a focus on tackling Cyber Crime through funding and awareness-raising activity;
- Worked with a range of partners such as Crime Prevention Panels on initiatives to reduce crime;
- Continued to bring partners together through the Safer Gwent multi partnership group to tackle some of the most pressing issues in our community; and
- Used cash predominantly seized from criminals to fund a range of community projects and initiatives through my Partnership Fund.





### Priority 3 – To take more effective action to tackle Anti-Social Behaviour.

**Outcome: People in Gwent are less affected by Anti-Social Behaviour (ASB).**

During 2016/17, I have:

- Funded an ASB Co-ordinator for Gwent to improve existing processes for victims of ASB;
- Worked with a range of partners on initiatives to reduce ASB, such as illegal use of off-road vehicles and Community Speedwatch;
- Commenced work to provide better access to Restorative Justice for victims; and
- Working with partners and residents following public disorder events in Newport in October 2016 to support the local community to recover and become more resilient and empowered.



### Priority 4 – To protect people from serious harm.

**Outcome: People in Gwent are protected from serious harm.**

During 2016/17, I have:

- Developed a Well-being and Vulnerability Framework to improve our response to those most at risk in our communities;
- Organised events to tackle issues around hate crime; modern day slavery and missing children;
- Raised awareness around areas of concern such as hate crime and the use of knives whilst promoting messages of reassurance and vigilance following terrorist attacks and incidents;
- Funded regional Independent Domestic Violence Advocate (IDVA) posts to support people who have experience of domestic abuse; and
- Worked with partners to jointly fund the employment of an Approved Mental Health Practitioner within Gwent Police's Control Room.



### Priority 5 –To make the best use of resources and provide value for money.

**Outcome: The people of Gwent get a police service that is value for money.**

During 2016/17, I have:

- Set the budget for Gwent Police;
- Monitored the Chief Constable's budget management and delivery of the savings and transformational change programme which achieved and exceeded an efficiency target of £4.4m during the year;
- Received an internal audit opinion of 'Reasonable' assurance;
- Received Wales Audit Office (WAO) assurance that the Commissioner and Chief Constable have arrangements in place to deliver value for money;
- Supported and monitored the delivery of Gwent Police's People Plan and the recruitment of new police officers into the service; and
- Launched a new joint Emergency Services Station in Abertillery with Fire and Ambulance services.

# ACHIEVEMENTS DURING 2016 - 17

**I have a wide range of responsibilities that are delivered with the support of my office.**

## ENGAGING WITH OUR COMMUNITIES

During the year, myself, the Deputy PCC and my office have undertaken a wide range of engagement activities across the whole of Gwent. Through a number of diverse engagement projects and activities, people and organisations in Gwent have been able to influence their policing service, access support services, apply for grants for community projects and be more easily involved with us in ways that suit them the best.

This is supported by an annual engagement and consultation programme run by my office that has helped increase our engagement activities by more than **50%** this year (**424** engagement activities compared to **281** the previous year).



### **Examples of where we have engaged positively with partners and communities during the last year include:**

- Funding and hosting an event to showcase the findings of a research project commissioned through Race Council Cymru. The aim of the research is to help us re-engage with communities whose voices are often lost. These findings have been embedded within the OPCC's Strategic Equality Plan 2016-2020;
- Jointly working with Gwent Police during Hate Crime Awareness Week 2016, to engage with over 350 members of the public regarding discrimination, prejudice and hate crime. This included providing opportunities to break down barriers and build cohesion by introducing residents in Cwmbran town centre to local asylum seekers, refugees and migrants (including all of Torfaen's Syrian families). We were commended by the charity, Displaced People in Action, on the event and the positive engagement with their service users;
- Hosting a Modern Slavery Event for public and third sector partners to raise awareness of the Welsh Government's 'Code of Practice – Ethical Employment in Supply Chains'. The aim was to highlight how employers and their suppliers can work even closer with the police and key partners to prevent people from being exploited as modern-day slaves. This is an important area of work we plan to drive forward in future;
- Supported the development and creation of the Pill Area Focus Plan which aims to improve the economy, environment and cultural wellbeing of the area, and to reduce crime and fear of crime through improved partnerships with public services and the voluntary sector;
- Organising a Scam Awareness event aimed at reducing the number of people falling victim to these unscrupulous scams. This was held in partnership with Newport Citizens Advice, Trading Standards, Gwent Police, my office and Age Cymru Gwent and formed part of the Protecting our Elderly Together (POET) initiative; and
- Taking part in numerous public surgeries and walkabouts across Gwent with the Deputy PCC in order to better understand the concerns of communities and their representatives.



**The Race Council Cymru event held in Newport saw organisations pledge their allegiance to do all in their power to tackle racism**

## ENHANCING OUR PROFILE

The social media activities of my office during 2016/17 saw a significant increase, in particular the use of twitter to communicate with our key stakeholders.

	March 2016	March 2017	Increase / Decrease	Female Followers	Male Followers
Twitter	2,959	3,691	24.7% Increase	47%	53%
Facebook	1,218	1,317	8% Increase	61%	38%

### During this time, my team and I:

- Issued nearly 1,200 social media updates across Facebook and twitter;
- Generated approximately 15,000 impressions on Facebook with my video to launch the police and crime priorities consultation for 2017/21 which was the highest

received for a for a single update on our Facebook page this year; and

- Logged a total of 1,000 articles published by national, regional and local media with an advertising equivalent value of £1.4m.

Social media is a continuous area of growth and we will look for other opportunities to increase

our engagement with our online communities, particularly young people, through platforms such as Snapchat and Instagram. We will also maintain our commitment to traditional methods of engaging such as the use of marketing and branded materials to deliver our key messages.

## CONSULTATIONS

### 'Have Your Say' priorities consultation



Between 1st August and 24th October 2016, I asked the residents of Gwent for their views on my proposed police and crime priorities and the current



accessibility of the Police. 759 people completed my survey with 94% of respondents either 'strongly' or 'slightly' agreeing with my proposed priorities.

The diagram above illustrates the most common topics people identified as being important to them when considering the police and crime priorities.

The highest number of concerns related to 'officers' and their accessibility and visibility in communities. The feedback received has been used in the development of my police and crime priorities that form the basis of my new Police and Crime Plan 2017-2021 and my financial strategy.

The full evaluation report can be found at [www.gwent.pcc.police.uk](http://www.gwent.pcc.police.uk)



## CONSULTATIONS

### 'Have Your Say' precept consultation

From 16th December 2016 to 20th January 2017, I asked the residents of Gwent for their views on my proposed level of increase for the precept (the policing element of your council tax) for 2017-18. 491 respondents completed the survey with 51.2% supporting an increase in the level of precept by between 3.99% and 5%. As a result of your feedback, I set the precept at 3.99%. This increase will enable Gwent Police to recruit 120 new police officers during 2017/18 to bolster the front-line.

Listening to and engaging with you allows me to hear your views, not only on your policing service but also on local issues that matter to you. Your feedback is always considered when making decisions around the provision of policing services. My office and I will continue to work with our communities and partners to help resolve any issues raised with us.



## RESOURCES AND VALUE FOR MONEY



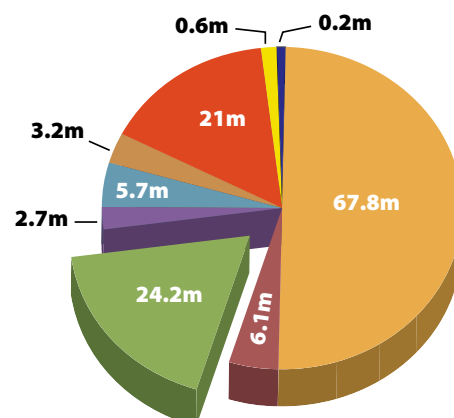
**My office receives regular reports as part of budget monitoring to help ensure that the people of Gwent are provided with a police service that is value for money.**

**During this period, I have:**

- **Agreed a budget requirement for Gwent Police for 2017/18 of £120,942,177 (2016/17 budget was £119,539,273);**
- **Set the council tax increase at 3.99% (2016/17 increase was 3.99%);**
- **Agreed a capital budget for 2017/18 of £3,700,000; and**
- **Continued to monitor how the Chief Constable is managing budget and austerity pressures (through Staying Ahead 8, Gwent Police's transformational change programme). From 2008/9 to the end of 2016/17, approximately £42m of efficiency savings have been delivered.**

## SETTING THE BUDGET

For 2016/17, the following budgets were set for policing services in Gwent:



In addition, for 2016/17 the following capital budgets were set in Gwent:



Information and Communication Systems - **£2.8m**



Estates - **£0.5m**



Vehicles - **£0.7m**



Other Capital Projects and Schemes - **£0.2m**

## ENSURING VALUE FOR MONEY

I have ensured that my office and Gwent Police have done everything in their power to deliver value for money whilst ensuring residents have an effective and efficient police service. This includes:

- Annually benchmarking costs with other constabularies via HMIC's Value For Money profiles;
- A 'Reasonable' assurance judgement for 2016/17 from the internal auditors (TIAA) on the overall system of internal control (not including Information Communication Technology ICT audits of the Shared Resource Service SRS);
- The audit outcome from Torfaen County Borough Council (TCBC) for the SRS providing an overall judgement of 'generally satisfactory with some improvements required';
- The annual compilation and publication of my Annual Governance Statement; HMIC reports; and
- The Wales Audit Office (WAO) annual audit of the Commissioner's Statement of Accounts and reported findings (including the arrangements to secure value for money).

## PEOPLE



During the year we have monitored the production and implementation of Gwent Police's People Plan. This plan sets out, over a three-year period the organisation's intentions for the recruitment, retention and progression of police officers and staff with a clear direction of travel to ensure we are able to meet the significant challenges ahead.

As a result of austerity, Gwent Police has experienced an overall reduction of 365 police officers (24%) since 2010/11 and a freeze on external recruitment of police constables since August 2013. The funding and the provision of policing services form part of my statutory duties and it is my responsibility to ensure that Gwent has appropriate levels of policing to meet the requirements of communities whilst making the necessary savings.

In 2016-17, the Chief Constable recruited 160 police officers to help maintain visible policing within our communities as much as possible and make up for the numbers lost over the last six years. Special awareness raising sessions with Black, Asian and Minority Ethnic (BAME) communities were undertaken across Gwent as part of the recruitment drive to help ensure that our local policing service reflects the diverse community it serves. BAME applicants made up around 6% of the total number of new police officer applications received, with 8 (equivalent to 10% of total external recruits) of these candidates successful in their application.

Recruitment of a further 120 officers is planned for 2017/18 to invest in tackling emerging crime types such as cybercrime and protecting the most vulnerable in society. These officers are not additional but will replace those who have retired or have left the force already. A transition plan is also being developed to ensure that the contributions of Special Constables, Police Support Volunteers and Police Cadets are fully utilised.



We continue to work with the Welsh Government around community safety and well-being and welcomed their funding provision for 101 Police Community Support Officers (PCSOs) in Gwent for 2016/17.

Continuous investment in people and talent management enables Gwent Police to influence and improve local service delivery while maintaining an engaged and motivated workforce. As part of this, the organisation has committed to investing in and developing all mental health and dementia related training.

The OPCC is committed to investing in its staff to ensure our continuous professional development. Throughout the last year, we ensured our staff have the necessary training and skills required to ensure you have the best service possible:

The diversity of training opportunities undertaken specifically by my staff includes Welsh language, film and audio editing, handling complaints, undertaking surveys, data protection and various specialist conferences. All staff provide feedback on any training undertaken, which is used to assess the value to both the organisation and the individual.



## RESOURCES

As the Commissioner, I am responsible for the police estate in Gwent which includes all of the police stations, land and assets.

Despite the reduction in funding to the Police Service over the last six years, I am committed to working with key partners to ensure that we provide a visible and accessible policing service which adequately responds to local need and provides assurance to the community. During the last year, this has resulted in:

- Developing an Estate Strategy that acknowledges the current opportunities for and constraints of modern policing and sets the direction for the estate improvements over the next 10 years. The strategy will set out the vision, strategy, direction, principles and the drivers for change;
- My decision to open a new permanent police station in the centre of Caerphilly and its purchase in March 2017. Renovation work on the new front counter premises is currently underway. Once completed, the station will meet all modern policing requirements and will provide a base for the Caerphilly Central neighbourhood team; and
- The opening of a new Joint Emergency Services Station in Abertillery. The first of its kind in South Wales, the former Fire Station is now home to Gwent Police officers, Welsh Ambulance Service personnel and South Wales Fire and Rescue crews. Plans for further joint provisions are being discussed with partners to help ensure that policing maintains a strong presence in the heart of Gwent's communities whilst reducing operating costs.

## COMMITMENT TO COLLABORATION



Chief Fire Officer for South Wales Fire and Rescue Service, Huw Jakeway, Gwent PCC Jeff Cuthbert and the Deputy Chief Executive of the Welsh Ambulance Services NHS Trust, Patsy Roseblade outside the Joint Emergency Services Station in Abertillery

As part of our ongoing commitment to collaboration, during 2016/17 the OPCC has successfully contributed to attracting funding worth over £1.26 million into Gwent to deliver the following projects and schemes:

- £1 million from the Big Lottery Fund for the Gwent Missing Children's Team so it can continue its multi-agency approach to help some of the most vulnerable young people in our communities who are reported missing;
- £202,987 from the Police Innovation Fund to deliver the final year of the Pan-Wales Women's Pathfinder Diversion Scheme; and
- £56,123 from the Police Innovation Fund to deliver the first year of the Domestic Violence Early Intervention Project. This project allows police officers to attend repeat incidents of domestic abuse with staff from Women's Aid, thereby improving the response given to victims and families affected by domestic abuse. An evaluation has been undertaken and the recommendations put forward to both Gwent Police and Women's Aid. In addition, Women's Aid has applied for Big Lottery funding to support the project over a five year period. If successful, the recommendations will be used to improve how the service is provided.

## PROVIDING EXCELLENT SUPPORT TO ALL VICTIMS

**One of my police and crime priorities is to provide excellent support to all victims of crime and ASB with a particular focus on preventing further serious harm to our most vulnerable victims.**

### CONNECT GWENT

The Connect Gwent victim's hub was set up in 2015 by my predecessor to provide an improved multi-agency service for all victims in Gwent.



Connect Gwent is one of a number of initiatives that has resulted in an improvement in victim satisfaction and in April 2016 responsibility for delivery of the service was transferred to the Chief Constable. At this time, Gwent Police moved from 43rd to 11th position nationally for victim satisfaction.

This has resulted in many more people across Gwent accessing the support services provided by Connect Gwent.

During 2016/17, Connect Gwent received over 23,000 referrals of victims for support. Police officers have increasingly made additional direct referrals to the service on a daily basis. Self-referrals and other agency referrals have increased by nearly 60% compared to the previous year.

Satisfaction surveys for the Connect Gwent service undertaken during the period showed that:

- 97% of people were satisfied or very satisfied with the service;
- 77% of people felt safer; and
- 81% felt better informed.

As Commissioner, I retain a duty to ensure the provision of victims' services in Gwent and the OPCC continues to monitor Gwent Police's response to victims and their satisfaction with the service they have received.

The continued development of Connect Gwent will increase our combined ability to identify vulnerability as well as increase our communication and reach to vulnerable victims and witnesses in our communities. On-going work will also provide a more accurate and in-depth in understanding 'what works' for people who access the service.

**We recognise the changing demand on policing and the roles that the OPCC and Gwent Police perform by protecting those at risk of harm and abuse. We also recognise the importance of supporting diversionary and preventative activities and working closely with those who are displaying risky and often criminal behaviour. To support this commitment, my office has:**

- Produced a vulnerability framework that aims to identify collective and targeted steps needed to tackle and influence the root causes of vulnerabilities seen throughout our policing demand.
- The framework is aligned with the Police and Crime Plan priorities for 2017-2021 and the approach is supported and underpinned by the policy and legislative frameworks set by Welsh Government through the Wellbeing of Future Generations Act, Social Services and Well-being Act and Public Health Wales' Adverse Childhood Experiences research;



- Invested in additional staff resources for the Public Protection Unit within Gwent Police to improve partnership working, investigation and prevention of the threat and risk of hidden crimes such as Modern Slavery; and

- Initiated a Gwent-focussed Child Centred Policing model which seeks to expand on the national strategy and to adopt the key principles of Child Centred awareness.



## IMPROVING MENTAL HEALTH SUPPORT

One of my first engagements as Commissioner was in support of national Mental Health Awareness Week (16-22 May 2016). The Chief Constable and I met victims of crime with mental health requirements to learn more about how the specialist support they received through Connect Gwent helped them to cope and recover from their victimisation. The visit also marked my commitment to ensuring that victims of crime with mental health requirements have access to appropriate support in Gwent. Since April 2015, 243 victims have been referred to the Well-being Practitioner based within Connect Gwent for psychiatric help.



Following recognition by the Strategic Community Safety partnership, Safer Gwent, it was decided that including a qualified mental health practitioner in Gwent Police's Control Room would be beneficial. An initial trial of six months was jointly funded by my office and the Aneurin Bevan University Health Board and a qualified Approved Mental Health Practitioner was seconded into the post. The project is part of the commitment of my office and Gwent Police to support the key principles outlined within the Wales Mental Health Crisis Care Concordat. An initial review of the pilot has shown:

- Positive outcomes and experiences for individuals, police and other agencies;
- Alternative pathways to detentions under section 136 of the Mental Health Act (where a person is taken into police custody as a 'place of safety' awaiting assessment by a doctor and approved social worker) are more accessible;
- Greater understanding of mental health and improved information sharing;
- More informed and quicker decision making; and
- Significant savings in time, money and resources.



As a result of the positive benefits identified, I have agreed to provide funding to Gwent Police to further invest in this area. Consequently, an expansion from one to six posts, including a Supervisor has been approved. Recruitment will take place during 2017/18.

My office has also supported Gwent Police's well-being initiatives around mental health. A dedicated training day was provided to all police officers and staff to enable them to recognise potential mental health conditions in themselves and colleagues and to know what help is available. It is hoped that earlier recognition of warning signs, and where to go for support, will lead to a reduction in incidents of sickness due to stress and other related mental health conditions, an improved awareness of mental health amongst the workforce and an improved sensitivity in service delivery.



The OPCC is a member of the Gwent-wide Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board. Working with the Safer Gwent partnership, we have continued funding for the provision of Independent Domestic Violence Advocates (IDVAs) and an IDVA Co-ordinator for the region. Continuation of the service has ensured that all individuals referred for support and:

- Are provided with information and advice;
- Are able to access appropriate services;
- Are given safety planning advice to make them feel safer; and
- Experience improvements in their well-being/ quality of life.



During 2015/16, a total of 369 adults at high risk of domestic abuse were supported by IDVAs in Gwent; in 2016/17, this rose to 473 high risk cases with 139 medium risk cases also recorded. Work is underway to improve the reporting framework by providing the data by gender. My office also worked closely with colleagues at Gwent Police to deliver a seminar on coercive control.

I continue to commission services for victims of sexual violence in Gwent and the OPCC remains actively engaged with partners across Wales to ensure the sustainability of these services in the future. Provision of these services enables victims of domestic and/or sexual abuse in Gwent to be confident that they will receive an excellent and consistent level of support from all providers.

# CORPORATE ACHIEVEMENTS

The OPCC also saw success across a range of other initiatives linked to our corporate role and responsibilities and the maintenance of the standards achieved by the organisation.

## LAUNCH OF THE PUBLIC RESPONSE UNIT



In April 2016, the OPCC established the Public Response Unit (PRU) to provide an improved level of service for the public by ensuring that any dissatisfaction with Gwent Police is dealt with as quickly and effectively as possible before it evolves into a more serious complaint. During its development, PRU staff undertook a survey with members of the public that had made a complaint to Gwent Police and/or the OPCC between April 2015 and April 2016. 235 surveys were sent out, with 69 responses (29%) received.

Initial findings showed that 57% of respondents were not confident that their complaint would be taken seriously; 54% were satisfied with the initial contact made by Gwent Police/the OPCC after making their complaint; 66% were dissatisfied with the length of time taken to investigate their complaint; and 55% felt they were not kept informed throughout the process.

This feedback, along with suggestions for areas of improvement, was used to help design the service.

The unit was established to promote openness, transparency and efficiency and to provide an appropriate response in a timely manner. It complements the work of Gwent Police's Professional Standards Department (PSD) which handles complaints of a more serious nature against officers and staff while also encouraging members of the public to tell them about positive experiences of the service they have received.

Since its introduction, the PRU has:

- Dealt with 457 incidents in total;
- 443 incidents were completed by PRU staff with no further action to be taken;
- Only 14 were referred to the PSD for resolution; and
- It is believed that this has contributed to the 20% reduction in police complaints in Gwent.

An annual survey will be undertaken to measure the impact the PRU has had on the confidence and satisfaction of people engaging with the service. The PRU continues to develop to adapt to any changes under the Policing and Crime Act 2017 and to deal with all initial communication regarding complaint-related matters. It is our intention that they will also be able to provide support when advocacy and mental health needs are required.

## POLICE APPEALS TRIBUNALS (PATs)



Police Appeals Tribunals (PATs) hear appeals against the findings of gross (serious) misconduct brought by police officers or special constables. Members of the public can now attend appeal hearings as observers but are not allowed to participate in proceedings. The OPCC is responsible for appointing the Chair to conduct the proceedings and facilitating the arrangements for tribunals.

Throughout 2016/17, four Police Appeals Tribunals were held: three were arranged by the Gwent OPCC and one by the South Wales OPCC. All four were adapted to comply with the new regulations relating to hearings being held in public meaning that a far more transparent and efficient process is now in place.



## ETHICAL CHECKLIST COMPLIANCE

Following my election, I signed up to the Committee on Standards in Public Life Ethical Checklist which provides information about the ethical approach I have adopted to promote, support and sustain high standards whilst in office.

In line with this commitment, I opened up a robust recruitment process for a Deputy Police and Crime Commissioner from July to August 2016, resulting in the appointment of Eleri Thomas MBE.

In working to the Ethical Checklist, I can provide evidence of compliance with the Committee on Standards in Public Life and instill the public with confidence in any recruitment processes undertaken. All future appointments will be undertaken in this manner, including that of the new Chief Constable recruitment process.



Deputy PCC for Gwent,  
Eleri Thomas

## COMPARING OUR POLICE AND CRIME COMMISSIONERS (COPACC) TRANSPARENCY AWARD



I was pleased to see my office retaining the Quality Mark for Transparency for 2016-17 from the Police governance expert, CoPaCC. This was the second year running that the organisation has won the award for providing the public with key information in an accessible format on our website. We hope to achieve the Transparency Award again in 2017/18 by continuing to meet the legal requirements and publishing as much additional information as we are able to.

Pictured: Paul Grady, Head of Policy for Grant Thornton with OPCC Chief of Staff Siân Curley, OPCC Information Officer Joanne Regan, and CoPaCC Chief Executive, Bernard Rix.

## FREEDOM OF INFORMATION COMPLIANCE

**The OPCC received 18 Freedom of Information (FOI) requests during 2016/17 and achieved 100% compliance with the legal requirement of responding to all requests within 20 working days.**

This should provide confidence to the public that we take these requirements seriously. Requests received covered a range of themes including funding and financial matters, OPCC processes and staffing, operational policing matters and complaints.

The OPCC maintains a Publication Scheme that commits us to making information available to the public as part of our normal business activities. The scheme sets out:

- What information the OPCC publishes or intends to publish;
- How we will publish this information; and
- Whether the information will be available free of charge or on payment.

The Publication Scheme is updated in line with changes to FOI legislation, guidance issued by the Information Commissioner's Office and any other statutory requirements to publish information. The full Publication Scheme can be accessed via the OPCC website.

## VOLUNTEER SCHEMES



### Independent Custody Visitor (ICV) Scheme

The OPCC continues to actively engage with its volunteers. The Independent Custody Visitor (ICV) Scheme allows volunteers to attend police stations to check on the treatment of detainees, the conditions in which they are held and whether their rights and entitlements are being observed. It offers protection to both detainees and the police and provides reassurance to the community at large. Throughout 2016/17, there were 11 scheme volunteers who conducted 189 visits. This resulted in:

- 67% of detainees in custody accepting a visit by the ICVs;
- 96.3% of issues identified by ICVs being addressed by the custody sergeant at the time of visit; and
- Only two issues being escalated to the OPCC which were immediately addressed by the Custody Inspector. One related to delays in accessing the suite, the second related to medical provisions in the suite.

The ICV Scheme has also provided reassurance that the transition from two custody suites to one was a success, with no areas of concern identified.

### Animal Welfare Scheme

The Animal Welfare Scheme enables members of the local community to visit, observe and report upon the conditions under which police dogs are housed, trained and transported. During the last year, nine checks were carried out by five scheme volunteers. Outcomes from the visits are recorded by the OPCC and shared with Gwent Police to ensure that any issues or concerns raised by the volunteers are addressed. sentences under animal welfare legislation than ever before.

In 2016 the Commissioner supported 'Finn's Law', the petition to change how those guilty of harming serving police dogs are sentenced. Following

the petition, the matter was subject to a Parliamentary debate which has led to a revision in the Sentencing Council guidelines for dealing with animal attacks. The new guidelines include, as a specific aggravating factor, attacks against an 'animal being used in public service or as an assistance dog' that will increase the seriousness of such an offence. This means that an attack on a police dog (PD) like PD Finn could lead to the perpetrators receiving more significant sentences under animal welfare legislation than ever before.



Working with Gwent Police, the OPCC has used the resulting feedback from our scheme members to help ensure a suitable focus on the welfare of detainees in police custody as well as any police dogs, and to provide public assurance of appropriate standards in each case.

Recruitment processes are planned for 2017/18 for both schemes to re-invigorate volunteer numbers, as some reach the end of their tenure.

## STRATEGIC EQUALITY PLAN 2016-2020

In April 2016, we published our first joint Strategic Equality Plan (SEP) with Gwent Police. The production of a joint SEP allows us to monitor and scrutinise Gwent Police's performance in relation to equality

and diversity.

We will be publishing a joint Annual Report with Gwent Police in September 2017 to demonstrate how we are delivering against the objectives in the SEP.

## WELSH LANGUAGE

Separate Welsh language standards were issued to the Commissioner and the Chief Constable by the Welsh Language Commissioner in September 2016.

Implementation work has been undertaken jointly between the OPCC and Gwent Police in support of the Commissioner's and Chief Constable's shared commitment to working towards provision of a bilingual public service. As part of our work to comply with the standards, we have undertaken a number of activities, including:

- The establishment of a joint Welsh Language Board to oversee implementation progress;
- Publication of a joint Welsh Language Strategy that sets out how we intend to comply with the standards;
- Employment of a joint Welsh Language Policy Officer to promote the development of Welsh within and across Gwent Police and increase the accessibility of services to anyone wishing to use Welsh;
- Commencement of the recruitment of a Welsh Language Translator to help us meet the demands of providing a bilingual service;
- Active engagement with a number of partners that work through the medium of Welsh, including the Welsh Language Commissioner and the National Assembly to support our recruitment campaign; and
- Commissioning Menter Iaith (Caerphilly) to provide an independent assessment at three of the main police buildings to find out how inclusive they are for anyone wishing to access policing services through the medium of Welsh. The outcomes of the audit were considered by the Board and have been used to ensure compliance with requirements.

The first compliance date at the end of March 2017 was met successfully and we continue to work towards final compliance with the standards at the end of September. In addition, we will publish our Welsh Language Standards Annual Reports to provide evidence to the public on how we have complied with the requirements during 2016/17.

## 'DEMENTIA FRIENDLY' STATUS

The OPCC and Gwent Police were the first public organisations in Wales to receive the official Alzheimer's Society 'Dementia Friendly Community' kite mark recognising our commitment to working in a dementia friendly way, raising awareness of dementia and meeting the seven criteria points set by the Alzheimer's Society.

As part of this, around 1,000 front-line Gwent Police officers received training so that they are able to understand and support vulnerable people in the community and respond effectively and with empathy when people with dementia become confused. Staff from the OPCC and Gwent Police attended awareness sessions to increase their understanding of dementia.

Gwent Police has also supported and adopted the Herbert Protocol, a national safeguarding plan which assists police, health and the local authorities to reduce the risk of harm that people with dementia are exposed to in the event that they go missing. The protocol encourages carers to compile useful information which could be used in the event of a vulnerable person going missing.

As a result of implementing the Herbert Protocol and officer training, 30 people living with dementia were safeguarded within their own homes. 22 care homes have also adopted the protocol. We will continue to work with partners throughout 2017/18 to ensure an effective approach to local safeguarding plans.





# HOLDING TO ACCOUNT

**One of my core duties as Commissioner is to hold the Chief Constable to account. To ensure the delivery of an efficient and effective police service, performance outcomes are agreed with the Chief Constable. Through effective monitoring and scrutiny, the OPCC supports me to ensure continued development and improvement of the policing service in Gwent.**



## During the year I have:

- Held the Chief Constable to account through weekly meetings and at my Strategy and Performance Board meetings which are held in public to maximise transparency;
- Worked with Gwent Police to review the Performance Framework for the Police and Crime Plan and Gwent Police Delivery Plan and to ensure a continued focus on any areas of improvement identified by HMIC;
- Maintained a focus on improving Gwent Police's performance for the 101 non-emergency number. Prior to June 2016, service delivery had been affected due to a number of initiatives being introduced. This had resulted in levels of service falling significantly below acceptable limits. By December 2016, 101 calls were being answered within a service response time of 60 seconds and the picture continues to improve;
- Reviewed and challenged, where appropriate, the Chief Constable's delivery of the Staying Ahead 8 transformational change programme; and
- Represented by my staff at internal meetings of Gwent Police's operational and strategic forums to act as a critical friend and provide feedback to the OPCC.

## THE POLICE AND CRIME PANEL

**The Police and Crime Panel examines my actions and decisions, promotes openness and transparency in the undertaking of police business and provides support in the effective exercise of my functions. The Panel is also responsible for dealing with any complaints regarding my conduct when carrying out my role. During the year, Panel members were consulted on a wide range of projects, activities and initiatives undertaken by my office, including:**

- Setting the Precept;
- A confirmation hearing for the appointment of the Deputy Police and Crime Commissioner;
- Production of the Police and Crime Plan 2017-2021 and the Annual Report for 2015/16;
- Monitoring the implementation of the Plan;
- Production of the Strategic Equality Plan 2016-2020;
- Financial performance throughout 2016/17;
- Recruitment of new officers for Gwent; and
- Improvements to the service provided by the 101 non-emergency number.

The OPCC will continue to support me in my engagement with the Panel and in addressing any recommendations made as a result.



**Gwent PCC Jeff Cuthbert with the Chief Constable of Gwent Police, Julian Williams, the Chair of the Gwent Police and Crime Panel, Cllr John Guy, and Vice Chair and Panel Member, Gillian Howells.**

# HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS)

HMICFRS reports during 2016 confirmed the excellent work undertaken by Gwent Police in continuing to improve the provision of policing services to the public of Gwent. Each area inspected resulted in at least an overall judgement of GOOD, representing a significant change from a previous position of needing improvement. In particular, it has been positive to see our investment in technology and Gwent Police's ability to adapt to deal with changing demand and priorities rated as 'outstanding' by HMICFRS.

Gwent is now hailed as one of the most improved Forces in England and Wales by HMICFRS and you can rest assured that I will continue to support the Chief Constable in addressing any areas for improvement that are identified during inspection processes.

As required by Section 55(5) of the 1996 Police Act, the OPCC has complied with statutory timescales in providing a written response to the Home Secretary on all HMICFRS Inspections relating to Gwent Police. The public can see the inspection results and any actions taken by myself and the Chief Constable regarding areas for improvement.



The Commissioner will continue to comply with statutory timescales and ensure that the public and Police and Crime Panel are kept fully apprised of HMICFRS results and our responses.

## CRIME REPORTING



For the recording period at the end of March 2017, Gwent recorded 41,139 crimes.

This equates to 70.7 crimes per 1,000 residents, placing us 25th out of 43 constabularies in England and Wales. Compared to the previous year, Gwent recorded 3,517 more crimes - a 9.3% increase. This could be partially attributed to the continued focus Gwent Police has placed on accurate crime recording as well as victims having improved confidence to report crimes and knowing that they will have access to the right support in Gwent.

It is clear from the statistics however that there are some genuine increases in some crime types and you can rest assured that I am discussing these emerging trends with the Chief Constable. I will be working alongside him to monitor these trends and we will be looking at any factors driving any changes so we can continue to ensure that Gwent is a safe place to live and work for everyone.



## PUBLIC CONFIDENCE

Due to the continued focus on accurate crime recording, Gwent Police achieved a recording compliance rate of over 90% during 2016/17. This shows that people can be highly confident that crimes in Gwent are recorded accurately.

It is important that our communities have confidence in the delivery of their local policing service if they are to feel safe. The OPCC continues to work with Gwent Police to ensure a focus on improving public confidence levels for 2017/18.

Public Confidence Theme	Crime Survey England and Wales National Average 12 months to Sept '16	Gwent 12 months to Sept '15	Gwent 12 months to Sept '16
Police: Deal with community priorities	60.9%	58.1%	56.4% (-1.7%)
Police: Treat you with respect	87.3%	86.6%	86.8% (+0.2%)
Police: Treat everyone fairly	68.0%	62.1%	61.5% (-0.6%)

I have regular discussions with the Chief Constable of Gwent Police around how we can improve the public's confidence in the service provided to them and this is certainly an area we are focussing on moving forward.

## VICTIM SATISFACTION

The OPCC continued to monitor Gwent Police's performance throughout 2016/17 in relation to victim satisfaction. We are pleased to report that, across all 43 constabularies in England and Wales, Gwent is now 15th for overall satisfaction levels for victims of crime. This is a substantial achievement which can be drawn from the collective activities that the OPCC and Gwent Police have implemented, including the 'CARES' programme (the way that police officers deal with victims of crime and the related investigation) and Connect Gwent.

Overall satisfaction of victims of crime is slightly lower than our performance of 12 months ago (-3.0%). A downward trend began to emerge in April 2016 but satisfaction levels have remained stable since September 2016 as a result of specific activity to understand the trend when it was identified.

This includes raising the matter with the Chief Constable at the Strategy and Performance Board and providing an increased focus on the CARES programme.

Overall Satisfaction	January 2016	January 2017
Crime	86%	83%
ASB	79%	76.7%

Having also experienced a slight decrease over time, satisfaction of ASB victims is now currently stable. The OPCC will continue to monitor the way Gwent Police provides support for all victims of crime to ensure that people are satisfied with the service they have received and that our citizens are more confident to report crimes and incidents when they occur.

## JOINT AUDIT COMMITTEE

The Joint Audit Committee (JAC) provides independent assurance of risk, internal control, scrutiny and oversight of financial performance reporting processes for both myself and the Chief Constable.

During 2016-17 the JAC held four formal meetings along with four 'deep dive' sessions to aid members' wider understanding of the work undertaken by the OPCC and Gwent Police.

In September 2016, the JAC published their Annual Report for 2015/16 alongside the Statement of Accounts, detailing the work undertaken over the year and their focus for 2016/17. The Annual Report provided assurance to myself and Chief Constable that of the robustness of the work undertaken by the JAC during the year. Work is underway on the production of the 2016/17 Annual Report.



The full JAC report can be read at [www.gwent.pcc.police.uk](http://www.gwent.pcc.police.uk)

# WORKING IN PARTNERSHIP

**Great emphasis has been put on building partnerships over the last year. The police cannot be responsible for policing and crime alone and most problems are best solved by the whole community working together. This 'one public service' approach is strongly embedded in the way my office and Gwent Police work with our partners both locally and nationally.**

## PUBLIC SERVICE BOARDS



**The seven well-being goals for Wales under the Well-being of Future Generations Act**

The Well-being of Future Generations (Wales) Act 2015 provides real opportunities to ensure that service providers focus on long-term, sustainable outcomes for current and future generations. The statutory Public Services Boards (PSBs) have a crucial role to play in maintaining the health, independence and well-being of all people across Wales, and in ensuring that their lives have value, meaning and purpose.

As a statutory invitee to each of the five PSBs in Gwent, the OPCC maintains support for the partnership approach that is the mainstay of the PSBs' work in Gwent. We continue to work with each of the five PSBs whilst they are developing their action plans for implementation in autumn 2018.

Working with the Newport PSB, my office had oversight of co-ordinated targeted activity in the centre of the City to tackle some of the pressing issues raised by the community. The vital community intelligence provided to Gwent Police enabled them to conduct the three stages of Operation Jewels - the largest drugs operation in the history of Gwent Police.

The OPCC is also working in support of Blaenau Gwent, Caerphilly, Monmouthshire and Torfaen PSB's proposals to develop their own partnership plans for areas identified as requiring additional support. This will continue throughout 2017/18.

## ALL WALES POLICING GROUP

In July 2016, I hosted a meeting of the All Wales Policing Group in Gwent, the first since my election as Commissioner in May. The four Police and Crime Commissioners and the Chief Constables of Wales continue to meet every quarter to discuss strategic issues, to identify how best they can work together to prevent crime and protect victims of crime from serious harm and to further opportunities for collaboration.

2016/17 also saw the appointment of an All Wales Deputy Chief Constable. Working with the All Wales Policing Group, the focus for this role includes, future collaboration, efficiencies via economies of scale, improved relationships with Welsh Government and the National Assembly and the possible devolution of policing.



**Gwent PCC Jeff Cuthbert, South Wales PCC Alun Michael, Dyfed-Powys PCC Dafydd Llywelyn and North Wales PCC Arfon Jones.**

## SAFER GWENT

Established by the OPCC, Safer Gwent works with key community safety partners across the five local authority areas.

The group is made up of representatives from the local authorities, the local health board, registered social landlords, voluntary sector, youth offending services and the probation and rehabilitation services. It provides a strategic and joined-up approach to achieve better community safety outcomes in tackling issues such as ASB, community cohesion, preventing re-offending, and supporting victims.

This partnership approach has recently received recognition as Good Practice by the Wales Audit Office in its 2016 report, Community Safety in Wales.

**Through its agreed strategic priorities and by using PCC funding opportunities, Safer Gwent has supported the commissioning of projects valued at over half a million pounds (£560,981), including funding the provision of:**

- A regional IDVA Co-ordinator and IDVAs for Gwent to provide consistent levels of support and confidence for victims;
- A Substance Misuse and Victim Worker post for the three Youth Offending Services in Gwent that aims to support young people to reduce and/or stop the offending behaviour related to their substance misuse issues;
- An ASB Co-ordinator to work with partners to co-ordinate and manage service improvements and consistency to the ASB reduction process throughout Gwent and to put in place a consistent response to ASB so that people are informed of what is available;
- Partnership work with South Wales Fire and Rescue Service to support their involvement in the 'FaCE the challenge together: Family and community engagement toolkit for schools in Wales' that helps families to actively support their child's learning; and
- Strategic level analysis used by all partners for community safety planning so that all partners are working to a common information set on crime and community safety issues.

## RESTORATIVE JUSTICE

Following initial research work by Safer Gwent, the OPCC invited Restorative Solutions Community Interest Company (CIC) to undertake a study into the current use of restorative justice in Gwent. Restorative justice has been shown to reduce re-offending by holding offenders to account for what they have done and helping them to take responsibility for their actions. It also gives victims the chance to meet or communicate with their offenders to understand the real impact of the crime and help them to recover from the crime.

There is overwhelming support from partners for a clear and unified approach to addressing gaps and to establishing an effective restorative justice referral process across Gwent. Using the outcomes of the study, throughout 2017/18 we will work together to design a restorative justice approach across all services in Gwent that:

- Is accessible to all victims across the whole of Gwent;
- Is victim-centred in its approach;
- Offers a better set of options for victims;
- Is efficient and in particular avoids duplication of effort and resources; and
- Is capable of being scaled up over time to develop a truly restorative county.





## POSITIVE FUTURES

Established in 2002 and funded by my office since 2013/14 together with other partners such as Local Authorities, Sport Wales and Asda, the Positive Futures project is a sport based inclusion programme, part of which uses sports and physical activity to mentor and divert young people away from crime and ASB. It also provides one to one mentoring for young people and diversionary engagement programmes, training and personal development opportunities which can lead to qualifications or employment.

Nearly 10,000 individuals throughout Gwent engaged with the programme this year and Gwent Police has noted a reduction in incidents of ASB in areas where the programme is active.



## Teen Turns Life Around Thanks to Positive Futures

One person who can certainly vouch for the impact of the project is 17 year old Rhys Thomas from Caerphilly.



Rhys was referred to the Caerphilly Positive Futures programme when he was 13 years old. When he was 15, he broke the law and was sent to a young offenders institute for a year. Positive Futures kept in constant contact with him throughout his sentence.

Thanks to support and mentoring from the programme and the partnership work with the Youth Offending Service, Rhys has now turned his back on a potential life of crime and works as a sports coach for Caerphilly Positive Futures. He is now employed through Sport Caerphilly, helping to divert people who are heading in the wrong direction away from a life of crime and ASB.

Rhys said: "They gave me a second chance when no one else would and said that I would be a really good role model if I sorted my life out, which I have done. I managed to get a job with them and I'm now helping out kids who are going downhill and showing them that there's another way"

"I definitely wouldn't have a job if it wasn't for them and I'd probably be out walking the streets and getting up to no good."

## STOP AND SEARCH

We continue to work with Gwent Police to ensure that stop and search is used correctly by officers. The OPCC co-ordinates a Stop and Search Dip Sample Group that examines stop and search records, body worn camera footage, 'Quality of Encounter' feedback and related performance data twice a year.

The results are provided to my office and Gwent Police along with any recommendations and observations arising from the exercise that are considered alongside any national and local improvement plans.

Since October 2016 my office has been working with Gwent Police and Positive Futures to design and implement a series of sessions across Gwent to raise awareness of people's rights if they are stopped and searched by the police.

We will use the feedback gained to measure any changes to young people's awareness of the Know Your Rights information and changes in perceptions of the police.

## CYBER CRIME

Currently 72% of all crimes and incidents reported to the police are linked to computer or social media use



As cyber-enabled crime has increased, the OPCC and Gwent Police have invested in the provision of extra staff and training for officers to investigate and gather intelligence online and through information technology.

An online investigation team has been embedded in Gwent Police's structure which focuses on protecting the most vulnerable from harm, and capabilities and technology have been introduced for front line officers providing the ability for them to promptly obtain real time evidence for on-going investigations.

This increased resource will be complemented by a full review of Gwent Police's cyber capability, building on the success of its Cyber Crime Unit but ensuring it has a cyber strategy that will seek to prevent further victimisation and reduce demand. Furthermore, investing in the new 'cloud based' technology will assist officers and staff in identifying offenders, preventing further harm and safeguarding future victims. The additional training will improve Gwent Police's investigative capability, assisting them in bringing offenders to justice and improving services to the public.

Operation NetSafe – which involves all four police services in Wales – sees police officers and highly skilled digital forensics staff proactively seeking out individuals using the internet to view and exchange images of child sex abuse images and videos in Wales. As part of the operation, police are working closely with the child protection charity, the Lucy Faithfull Foundation, whose 'Stop it Now!' campaign supports people to proactively address offending behaviour.

In the five months following the launch of Operation NetSafe, 6,988 more people from Wales visited [www.stopitnow.org.uk](http://www.stopitnow.org.uk) compared to the five months previous (representing a 381% increase). As a result, services provided by 'Stop it Now!' are far more visible to the public.

The OPCC has supported and funded a number of community based initiatives to make people more aware of what they can do to prevent them becoming a victim of online scams and swindles. A 'Get Safe Online in Gwent' event held in Cwmbran was attended by officers from the Gwent Police Fraud Department along with Trading Standards, Action Fraud and Age Cymru.

The event intended to raise awareness and provided valuable advice around how people, especially children and young people, can protect themselves online. We continue to work with Gwent Police and partners to raise public awareness and aim to reduce the number of people becoming victims of fraud.



## PROTECTING OUR ELDERLY TOGETHER (POET)

Aimed at enhancing working partnerships with various agencies that help tackle scams and swindles, the OPCC and Gwent Police hosted the 'Protecting Our Elderly Together' seminar in conjunction with Age Cymru Gwent. The Older People's Commissioner for Wales was amongst the special guest speakers at the event which had been organised in support of her National Charter (Wales Against Scams Partnership - WASP) and Action Plan to protect older people against scams and swindles.

Around 130 people from various partner agencies in Gwent attended the seminar and discussed how they can work better together to bring more perpetrators to justice. The OPCC and Gwent Police have developed a regional action plan and have worked closely with Trading Standards to build a list of more than 1,100 people in Gwent who are prone to scams.

The list has been circulated to each local authority in Gwent. Specialist agencies based at Connect Gwent are also contacting some of the most at risk people to help provide specialist advice.



## TACKLING MODERN SLAVERY



Gwent Police is leading the way in tackling modern slavery in Wales

In March 2017, I hosted an event to raise awareness of the Welsh Government's 'Code of Practice for Ethical Employment in Supply Chains' established to support the development of ethical supply chains across our public and third sector organisations. I am committed to supporting the Code of Practice and the event aimed to raise awareness of the concept of modern slavery in today's society and how we all have a role to play identifying and safeguarding people from being trafficked and or forced into labour. Over 140 people attended the conference and evaluation showed that it was well received. Following on from the event:

- I have met with all Welsh Police and Crime Commissioners to agree official adoption and embedding of the 'ethical supply chain policy'. On agreement, official signing with the Cabinet Secretary will be held and publically shared;
- Several large public sector organisations contacting the Welsh Government for training and advice. A business plan for the private sector is being devised that will sit under the Welsh Government's leadership framework;
- The Gwent Missing Persons' Hub and the Gwent Multi Agency Child Sexual Exploitation conferences providing the operational vehicles to identify and support children who have been trafficked or are at risk of being trafficked; and
- All forms of modern slavery featuring within the OPCC's strategic approach to vulnerability and well-being.

I represent the four Welsh Police and Crime Commissioners at the Welsh Government's All Wales Anti-Trafficking Leadership Group. This provides an opportunity to ensure that, alongside the work of the Gwent Anti-Slavery Group, we are contributing and influencing the national approach to anti-slavery and trafficking.



Over 140 people attended the modern slavery event in Newport



## Hidden Crime

The Modern Slavery conference heard the story of 47 year old Blessing Oluwatimileyin, a Nigerian born woman who worked as a maid from the age of seven before being sexually abused and trafficked.



47 year old Blessing Oluwatimileyin talked about her experiences at the modern slavery event

Sharing her experience to help others, Blessing said: "My childhood was not pleasant because I was a house girl and I was doing housework and taking care of children, amongst others. I didn't have a chance to have an education."

Her auntie brought her to the UK when she was 35 under the premise that she would have a better life. However, after arriving in London, her life was controlled by her aunt and she was forced to clean houses and all she was given was a travel pass. All the money she earned went into her relative's account and there was no money for clothes or toiletries.

She said: "It's difficult because if someone doesn't know they're being trafficked, they would not know how to deal with it."

After eight months, Blessing ran away to Cardiff. Aid organisation BAWSO, which is currently helping her with her asylum, said its trafficking project helped 82 people in 2014-15, rising to 209 in 2016-17.

Blessing who now lives back in London, said: "I feel people had taken great advantage of my circumstances and situation. I want to forget about everything I've been through in the past and I just want to close that chapter."

## WOMEN'S PATHFINDER DIVERSION SCHEME



Established in 2013, the Women's Pathfinder is an Integrated Offender Management (IOM) Cymru initiative that aims to 'design and deliver a women-specific, whole system, integrated approach to service provision for women who come into contact with the criminal justice system in Wales'.

It supports the female on their journey through the criminal justice system from the point of arrest to release from prison, ensuring that there is a multi-agency, co-ordinated response for each case. A key feature of the scheme is the provision of a multi-agency response to divert women (where appropriate) away from the criminal justice system and into community support and interventions at the earliest opportunity.

The scheme is currently being piloted in each policing area in Wales and has been running in Gwent since 1st October 2015.

To date, 141 women have been diverted through the Scheme. A formal evaluation will be available later in 2017 and used to inform wider use of the Scheme within Gwent. However, early findings suggest considerable potential for the intervention as a means of reducing re-offending among low-risk female offenders.

## GWENT DRUG AND ALCOHOL SERVICE (GDAS) AND GWENT-IRIS

Operated jointly between the OPCC, local Area Planning Board (APB) and the National Probation Service, GDAS provides the first Gwent-wide integrated drug, alcohol and family intervention service for individuals, including offenders and communities affected by substance misuse.

The criminal justice element is provided through the Integrated Recovery Interventions Service (IRIS).

**The service received 1,703 referrals during 2016/17 and key achievements for the year include:**

- Improved service integration with GDAS community substance misuse services;
- The roll-out of Naloxone kits and training to detainees leaving police custody across Gwent (Naloxone is administered to people who are suspected of suffering from an overdose);
- Developments in the prison liaison service resulting in 418 prison through-care referrals this year, an increase of 25% (314) from 2015/16; and
- An improved approach to the assessment of risk for caseworkers. Quality audits show improved staff awareness of risk, information sharing and more effective liaison work with criminal justice partners.

## COMMUNITY COHESION

Community cohesion plays a key role in the prevention and reduction of crime and ASB.

Through communication and co-operation with our communities, the OPCC, Gwent Police and partners are actively working together to create a Gwent that is integrated, cohesive and resilient. Underpinning this work is the Well-being of Future Generations Act and the vision for 'a Wales of cohesive communities'. The OPCC has been involved in a number of activities that support cohesion, including:

- Active involvement in the Safe and Cohesive Communities Group that monitors progress of the Pill Area Focus Plan;
- Being a founder member of the Pill Community and Registered Social Landlords Group;
- Funding and hosting an event to showcase the findings of a research project commissioned through Race Council Cymru;
- Bringing together members of the public and refugees and asylum seekers to encourage more supportive communities; and
- Supporting Gwent Police's work to improve engagement with Gypsy Roma Traveller communities and local residents, as set out in the Joint Strategic Equality Plan 2016-2020.

The OPCC is also a member of the Hate Crime Criminal Justice Board Cymru. Through this partnership we have reviewed the Welsh Government's draft Community Cohesion National Delivery Plan 2017-2020 which will also form a key part of our strategic planning as we move forward.





## PARTNERSHIP FUND

Since its launch by the first Police and Crime Commissioner for Gwent four years ago, approximately £750,000 has been awarded to around 250 community projects across Gwent through the Partnership Fund.

The small grants scheme awards between £250 up to £10,000 in cash seized from criminals and from the sale of unclaimed found property to projects that make a positive difference in their community. This includes money seized from organised crime groups.

I announced that the Partnership Fund for 2016/17, the first since I took office, was open in June 2016 and a total of 160 applications were received, 90 of which were successful. Some of the projects funded include:

### A RUN FOR OUR MONEY



One of the success stories which clearly highlights the impact of this funding was the result of the £800 we awarded to New Inn Primary School in Torfaen so they could organise a sponsored fancy dress fun run to raise money for the school.

More than 500 pupils ran laps of the school grounds dressed as police officers, firefighters, nurses and doctors to pay tribute to 'people who help us'. The school managed to raise over £6,500 in two weeks through individual and class sponsorship whilst raising awareness of physical education and building links with the community and parents.

Proof that small amounts of money can make a big difference, the money raised will be used to develop outdoor areas of the school, including a sensory garden and an obstacle course area.

### A VISION OF HOPE



**£5,000** for the Vision of Hope Animal Assisted therapy project in Monmouthshire, where young people with substance misuse issues and former offenders can go to live and work on the farm and benefit from on-site treatment and therapy relating to the care of animals.

### GUARDIANS OF THE NIGHT



**£3,000** for the Newport Street Pastors to purchase new equipment and uniforms for their volunteers so that they can continue their work on Friday and Saturday nights in being a calming influence in the streets of the city and assisting vulnerable people to make their way home safe.

## CRIME PREVENTION PANELS

The OPCC continues to provide funding support to the Crime Prevention Panels established within the Blaenau Gwent, Caerphilly and Torfaen areas of Gwent.

The Panels are made up of volunteers that work to support local policing. They are supported by Gwent Police officers and are set up to assist with promoting activity, education and public awareness by publicising crime prevention initiatives that support the reduction and effect of crime on the community.

During 2016/17, I agreed to provide funding to the newly formed Torfaen Crime Prevention Panel to assist them with running local crime prevention initiatives. The OPCC will continue to work with the Panels to ensure effective use of the funding provided.

## IMPROVING THE CRIMINAL JUSTICE PROCESS

I continue to Chair the Gwent Criminal Justice Strategy Board.

As a member of the Board, the OPCC is facilitating a review of the local partnership arrangements to assess

whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the criminal justice system within Gwent.

The review will continue throughout 2017/18 and the outcomes will help to shape the future focus and performance of the Board.



## PREVENTING CRIME IN RURAL AREAS



**There are nearly 44,000 households registered on the Gwent Now Community Messaging System**

The OPCC has also been working with partners to prevent crime in rural areas. I continue to fund the Gwent NOW community messaging system for our residents that plays a key part in sharing information with our rural communities and helping tackle the issues affecting them. During the year, we have:

- Continued to use Gwent NOW to host the Farmwatch system that helps tackle rural crime by allowing rapid information-sharing between members and Gwent Police;
- Worked with the Blaenau Gwent MP, Nick Smith, to facilitate meetings with key partners in the community to tackle the nuisance and illegal use of off-road vehicles. Initiatives to tackle the issues in hotspot areas have been progressed, including the implementation of a school education programme and engagement with biker groups; and
- Continued to fund the establishment of Community Speedwatch sites in rural areas with recognised speeding issues. The scheme operates on roads with speed limits of 40 mph or below and community volunteers work alongside Gwent Police officers or PCSOs to identify vehicles exceeding the speed limit. There are currently 188 registered volunteers and 27 sites across Gwent. A total of 283 letters of advice were sent to motorists during the year.

# LOOKING TO THE FUTURE 2017-2021



**My first year as your Police and Crime Commissioner has been very fulfilling and you can see from this report that we have achieved a considerable amount during this time.**

I have done my utmost to ensure that my Police and Crime Plan for Gwent 2017- 2021 reflects what our residents have told me about their priorities and concerns. I want to thank the Deputy Police and Crime Commissioner, Eleri Thomas, all of the staff in the Office of the Police and Crime Commissioner and our many partners in the community for all the hard work they have put in over the last year to improve services for our residents.

I would also like to thank the Chief Constable, the Chief Officer Team, all of the police officers, staff and volunteers for their hard work. What has impressed me the most during the last year is the unwavering passion and impressive commitment our frontline officers out on the ground have for the difficult jobs that they do in often challenging circumstances. It has not gone unnoticed and I would like to thank each and every one of them.

I am now looking forward to delivering my Police and Crime Plan and ensuring the people of Gwent, especially the most vulnerable, have the best policing service possible. Listening to your issues, concerns and comments will remain an important part of my work for the 2017/18 year and I will continue to use your feedback to improve policing and drive forward essential partnerships to keep our communities safe.

There is no doubt that balancing budgets is one of the single biggest challenges all services, policing or otherwise in England and Wales, still face. How we have improved and evolved as a policing service in Gwent despite continued reductions in the budget year on year is nothing short of remarkable. I am pleased that we will welcome 120 new police officers to Gwent Police throughout 2017/18, providing greater reassurance within our communities and bolstering our front-line capabilities.

I will continue to monitor the Chief Constable's delivery of the Staying Ahead efficiency programme and use of resources whilst working with my fellow Police and Crime Commissioners in England and Wales to ensure that police funding issues are addressed.



The world of policing is ever-changing and we need to be flexible enough to adapt to those changes and to manage new and competing priorities.

I will be working with the Chief Constable to embed the Association of Police and Crime Commissioners (APCC) and National Police Chiefs' Council (NPCC) 'Policing Vision 2025', which forms a fundamental consideration in the delivery of the Police and Crime Plan 2017-2021. To achieve this, the OPCC will work with Gwent Police and other partners on the development of a number of initiatives, including:

- Tackling cyber-related crime to reduce the number of victims within Gwent;
- Developing further opportunities for diversion from police custody;
- Providing a consistent approach to Restorative Justice;
- Embedding a Gwent-focussed Child Centred Policing model;
- Continuing to develop our focus on mental health services and provision;
- Reviewing the governance of Safer Gwent following the WAO Audit Review in 2017 relating to the state of community safety in Wales; and
- Continuing to improve our support for the most vulnerable in our communities.

We will also continue our dedication to ensure that the priorities of my Police and Crime Plan 2017-2021 are aligned with the Public Service Board Well-being Plans to ensure a co-ordinated response to service planning and delivery.



I have been positively encouraged by the performance of Gwent Police since taking up office.

The service is in a well-placed position to meet both current and future demands and has gone from requiring improvement across the board to being hailed as one of the most improved services in England and Wales.

Moving forward, I will continue to maintain and establish strong links between the voluntary and community sector and my office, and develop opportunities and services that meet the emerging needs of our communities. I will continue to work with the Chief Constable and our partners to ensure that people who live in, work in or visit Gwent are safe and that policing and crime services are delivered demonstrating value for money. I want to ensure that the OPCC and Gwent Police are employers that people want to work for.

I am now looking forward to the next year and my focus will be on ensuring the people of Gwent have the best service possible. You can rest assured that I will continue to work hard on improving policing and in driving forward essential partnerships to keep our communities safe.

**Jeff Cuthbert**

Police & Crime Commissioner for Gwent

Page 58

<b><u>OFFICE OF POLICE AND CRIME COMMISSIONER</u></b>	
<b>TITLE:</b>	<b>Finance Report for the Year Ending 31<sup>st</sup> March 2017</b>
<b>DATE:</b>	<b>15<sup>th</sup> September 2017</b>
<b>TIMING:</b>	<b>Annual</b>
<b>PURPOSE:</b>	<b>For Consideration</b>
<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	To consider the interim Revenue and Capital financial position as at 31st March 2017.
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	The purpose of this report is to present a summary of the latest position regarding the completion of the Revenue and Capital Accounts for the year ended 31st March 2017.
2.2	The Revenue Account identifies savings of £2,548,000 against budget at the year-end before transfers to general and earmarked reserves.
2.3	As part of the Staying Ahead Programme, the 2016/17 budget proposal included a requirement for £4,350,000 of in-year efficiency schemes against the CSR target.
<b>3.</b>	<b><u>ISSUES FOR CONSIDERATION</u></b>
3.1	<b>Revenue Income and Expenditure (Appendix 1a)</b>
3.2	At the 31st March 2017, the Revenue account shows savings of £2,548,000 (Appendix 1a, Line 33), for the 2016/17 financial year.
3.3	Police Officer Salaries and Allowances show total savings against budget of £2,822,000 (Appendix 1a, Line 1). The authorised budget reflects the new operating model, together with non-recurrent funding for transitional roles and the Staying Ahead Programme. During March a further £190,000 of Voluntary Exit Payments were made, which brings the cumulative amount to £1,324,000.
3.4	At the end of March 2017, the actual police officer establishment stood at 1,177.80 wte, 16.70 wte below the authorised operating model of 1,194.50 wte. The position reflects the intake of 55 wte probationer constables in the last two months of the year.
3.5	Police Staff Salaries and Allowances show total overspendings of £658,000 (Appendix 1a, Line 2). This is the net position of savings from vacant posts due to being below the current authorised establishment (£2,041,000), offset by redundancy, lieu of notice payments and pension capital costs (£2,668,000) arising from the implementation of new operating structures, as part of the Staying Ahead Programme. The additional overspending (£31,000) is primarily due to Tutor Payments within the First Point of Contact Centre (£9,000) and Holiday Pay entitlements (£22,000) as a result of the Bear Scotland high court ruling.
3.6	At the end of March 2017, the actual establishment stood at 677.34 wte (including 101.00 wte Welsh Government funded PCSOs and 18.86 wte Force funded PCSOs), against the current authorised establishment of 830.20 wte. The vacancies are partly offset by 40.00 wte temporary agency staff

	currently in Force.																
3.7	<p>At the end of March 2017, the PCSO Salaries and Allowances showed savings of £1,249,000 which are as a result of being 50.14 wte below the 2016/17 authorised establishment of 170.00 wte.</p> <p>The 2017/18 target of 131.00 wte is planned to be achieved in the first half of that financial year.</p>																
3.8	<p>Police Officer Overtime and Enhancements showed a saving of £175,000 (Appendix 1a, Line 4), which reflects the impact of the scrutiny by the Chief Officer Team to understand the cause and effect.</p> <p>This represents a saving on normal overtime of £29,000 and £146,000 for bank holiday enhancements. The former recognises the impact of the Chief Officers contingent fund (£313,000), which is held to mitigate the effect of significant demands or events.</p>																
3.9	<p>At the end of March 2017, Police Staff and PCSO Overtime and Enhancements showed combined savings of £677,000. These reflect a small surplus on Overtime of £17,000 and significant savings of £660,000 relating to enhancement savings arising from vacant posts.</p>																
3.10	<p>Other Employee Related Costs (Appendix 1a, Line 7) returned overspendings of £2,913,000 at the end of the year.</p> <p>In relation to the underlying budgets, savings have been made in relation to Medical Costs (£44,000) and Training costs (£20,000), but these have been offset by overspendings in relation to Police Medical Retirements (£519,000), Police Injury Pensions (£340,000), Police Injury Gratuity Payments (£45,000), Employee Insurance Premiums (£41,000) and Recruitment (£30,000).</p> <p>The additional £2,000,000 overspending, represents the non-recurrent payment to offset the financial implications of the current tri-ennial review of the Greater Gwent Local Government Pension Scheme (LGPS).</p>																
3.11	<p>Premises Costs show savings of £361,000 (Appendix 1a, Line 8). This reflects savings in Utilities (£370,000), Rent and Rates (£325,000), Waste Management (£118,000), Cleaning (£23,000), Insurance (£16,000) and Maintenance Contracts (£6,000). These savings are partially offset by overspending in Property Maintenance (£475,000), notably in respect of refurbishment at Newport Central and dilapidation costs at Mamhilad.</p>																
3.12	<p>Transport Costs (Appendix 1a, Line 9) show savings of £887,000. The main contributors are Fuel Costs (£425,000), Helicopter Service (£258,000), Fleet Repairs (£101,000), Police Vehicle Recovery (£45,000), Vehicle Hire (£32,000), Insurance Work for Recovery (£28,000), Mileage (£10,000) and Travel and Subsistence (£7,000). These are partially offset by overspendings on Insurance premiums (£19,000).</p>																
3.13	<p>At the end of March 2017, Supplies and Services show savings of £1,417,000 (Appendix 1a, Line 10). The principal areas of savings are as follows:-</p> <table border="1"> <thead> <tr> <th></th><th></th><th>£</th></tr> </thead> <tbody> <tr> <td>a)</td><td>Computer Software</td><td>482,000</td></tr> <tr> <td>b)</td><td>Professional Services</td><td>394,000</td></tr> <tr> <td>c)</td><td>Communications</td><td>215,000</td></tr> <tr> <td>d)</td><td>Operational Equipment</td><td>200,000</td></tr> </tbody> </table>				£	a)	Computer Software	482,000	b)	Professional Services	394,000	c)	Communications	215,000	d)	Operational Equipment	200,000
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	<ul style="list-style-type: none"> <li>e) Scientific Testing 186,000</li> <li>f) Public Liability Costs 149,000</li> <li>g) Computer Hardware 136,000</li> <li>h) Airwave Communications 131,000</li> <li>i) Postage, Printing and Stationery 109,000</li> <li>j) Uniform 107,000</li> <li>k) Police Surgeons 32,000</li> <li>l) Pathology 28,000</li> <li>m) Subscriptions 26,000</li> <li>n) Police Dogs 15,000</li> <li>o) Dangerous Dogs 15,000</li> <li>p) Advertising 15,000</li> <li>q) Custody Expenses 14,000</li> <li>r) Hospitality Costs 14,000</li> <li>s) Non-operational Equipment 13,000</li> <li>t) Vehicle Recovery 7,000</li> </ul>
	<p>These are partly offset by overspending on Insurance Premiums (£87,000), Telephone Investigation Charges (£50,000) and Ancillary Computer Costs (£13,000).</p> <p>In addition, the savings are affected by a provision for Employment Tribunal Costs £92,000 and an uplift to the Insurance provision of £624,000.</p>
3.14	The Major Incident Fund shows savings of £122,000 (Appendix 1a, Line 11). Operational demand in the final months of the year was lower than forecast, hence the higher than anticipated savings.
3.15	Pro-active Operational Initiatives (Appendix 1a, Line 12), continued as expected for the balance of the year, delivering savings of £84,000.
3.16	Contributions to Police ICT Company and national systems (Appendix 1a, Line 13) show savings of £80,000. This is due to a change in contribution levels which arose after the 2016/17 budget was confirmed.
3.17	Capital Charges have overspent by £2,702,000 at the year-end. The major contributor to this (£2,790,000) reflects the previously reported intention to repay a significant proportion of the Commissioner's debt. The remaining variance represents savings in the Minimum Revenue Provision (£110,000) and an overspending on Loan Interest (£22,000), which arose from the accelerated repayment of debt.
3.18	The delivery of accelerated savings, particularly within Supplies and Services, has meant the funding provided in the Development Reserve (Appendix 1a, Line 15) was not required which has resulted in savings of £108,000.
3.19	The Staying Ahead Programme has delivered accelerated savings ahead of the budgeted plan for 2016/17. Identified Recurring Savings (Appendix 1a, Line 16) of £1,162,000 have been realised ahead of plan – these are primarily through restructuring of Police Officer and Police Staff posts.

3.20	Investment Income (Appendix 1a, Line 17), shows a small surplus of £4,000 to the end of the year. Whilst there are higher than anticipated cash balances, the position reflects the reduced level of returns through the avoidance of risk in choosing investment opportunities.																																														
3.21	Additional Other Income of £39,000 had been received by the end of the financial year (Appendix 1a, Line 18). The notable contributors to this are:-																																														
	<table> <tr> <th></th><th></th><th>£</th></tr> <tr> <td>a)</td><td>Specified Police Proceedings</td><td>281,000</td></tr> <tr> <td>b)</td><td>SRS Shared Cost Recovery</td><td>77,000</td></tr> <tr> <td>c)</td><td>Training</td><td>62,000</td></tr> <tr> <td>d)</td><td>Firearms Licensing</td><td>59,000</td></tr> <tr> <td>e)</td><td>YOT Cost Recovery</td><td>56,000</td></tr> <tr> <td>f)</td><td>WITS Cost Recovery</td><td>45,000</td></tr> <tr> <td>g)</td><td>Police Federation Cost Recovery</td><td>41,000</td></tr> <tr> <td>h)</td><td>Asset Recovery Incentivisation Scheme</td><td>39,000</td></tr> <tr> <td>i)</td><td>Rental Income</td><td>33,000</td></tr> <tr> <td>j)</td><td>Reports</td><td>23,000</td></tr> <tr> <td>k)</td><td>Special Duties</td><td>17,000</td></tr> <tr> <td>l)</td><td>Vehicle Recovery</td><td>11,000</td></tr> <tr> <td>m)</td><td>Scrappage of Seized Vehicles</td><td>9,000</td></tr> <tr> <td>n)</td><td>Speed Awareness Training</td><td>9,000</td></tr> </table>			£	a)	Specified Police Proceedings	281,000	b)	SRS Shared Cost Recovery	77,000	c)	Training	62,000	d)	Firearms Licensing	59,000	e)	YOT Cost Recovery	56,000	f)	WITS Cost Recovery	45,000	g)	Police Federation Cost Recovery	41,000	h)	Asset Recovery Incentivisation Scheme	39,000	i)	Rental Income	33,000	j)	Reports	23,000	k)	Special Duties	17,000	l)	Vehicle Recovery	11,000	m)	Scrappage of Seized Vehicles	9,000	n)	Speed Awareness Training	9,000	
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a)	Specified Police Proceedings	281,000																																													
b)	SRS Shared Cost Recovery	77,000																																													
c)	Training	62,000																																													
d)	Firearms Licensing	59,000																																													
e)	YOT Cost Recovery	56,000																																													
f)	WITS Cost Recovery	45,000																																													
g)	Police Federation Cost Recovery	41,000																																													
h)	Asset Recovery Incentivisation Scheme	39,000																																													
i)	Rental Income	33,000																																													
j)	Reports	23,000																																													
k)	Special Duties	17,000																																													
l)	Vehicle Recovery	11,000																																													
m)	Scrappage of Seized Vehicles	9,000																																													
n)	Speed Awareness Training	9,000																																													
	However, the above savings have been offset, in part, by the following shortfalls:-																																														
	<table> <tr> <th></th><th></th><th>£</th></tr> <tr> <td>a)</td><td>Welsh Government CSO Grant Income</td><td>211,000</td></tr> <tr> <td>b)</td><td>Income Generation</td><td>173,000</td></tr> <tr> <td>c)</td><td>Mutual Aid</td><td>73,000</td></tr> <tr> <td>d)</td><td>Partnership Income</td><td>57,000</td></tr> <tr> <td>e)</td><td>Partner CSO Income</td><td>55,000</td></tr> <tr> <td>f)</td><td>Home Office Grant Support</td><td>50,000</td></tr> <tr> <td>g)</td><td>Vehicle Disposals</td><td>28,000</td></tr> <tr> <td>h)</td><td>Immigration Detainee Income</td><td>27,000</td></tr> <tr> <td>i)</td><td>Innovation Fund</td><td>24,000</td></tr> <tr> <td>j)</td><td>Capital Borrowing Support</td><td>14,000</td></tr> <tr> <td>k)</td><td>Abnormal Loads</td><td>14,000</td></tr> </table>			£	a)	Welsh Government CSO Grant Income	211,000	b)	Income Generation	173,000	c)	Mutual Aid	73,000	d)	Partnership Income	57,000	e)	Partner CSO Income	55,000	f)	Home Office Grant Support	50,000	g)	Vehicle Disposals	28,000	h)	Immigration Detainee Income	27,000	i)	Innovation Fund	24,000	j)	Capital Borrowing Support	14,000	k)	Abnormal Loads	14,000										
		£																																													
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j)	Capital Borrowing Support	14,000																																													
k)	Abnormal Loads	14,000																																													
3.22	The 2016/17 Revenue Budget originally planned for a contribution from Earmarked Reserves (Appendix 1a, Line 30), which would be needed to																																														

	deliver the Staying Ahead Programme. The delivered savings, particularly in terms are staffing, meant that this non-recurrent funding was not needed, and is therefore shown as a shortfall of funding (£805,000).	
3.23	The enhanced scrutiny of the insurance provision has meant that a number of anticipated claims have been resolved, with reduced or nil cost to the organisation. This has resulted in the release of non-recurrent monies (£438,000) into the revenue position (Appendix 1a, Line 31).	
	The final forecast outturn, which was prepared at the end of February 2017, anticipated savings of £1,807,000. The movement to the interim position of £2,548,000 is principally, as a result of the following:-	
		£
a)	Forecast Outturn February 2017	1,807,000
b)	Police Officer Salaries and Allowances	286,000
c)	Police Staff and PCSO Overtime and Enhancements	227,000
d)	Police Pension Costs	(268,000)
e)	Rent and Rates	278,000
f)	Utilities	143,000
g)	Property Maintenance	(333,000)
h)	Hardware and Software	183,000
i)	Capital Charges	335,000
j)	Major Incident Schemes	122,000
k)	Grant Funding Streams	(162,000)
l)	Various Movements	(70,000)
m)	Draft Interim Position	2,548,000
	These movements are a combination of year end actions, the finalisation of positions for previously estimated performance and unanticipated actions late in the financial year.	
3.24	<b>Police and Crime Commissioner for Gwent (Appendix 1c)</b>	
3.25	At the end of the financial year, the Office of the Police and Crime Commissioner for Gwent has incurred expenditure of £2,938,000 as detailed in Appendix 1c.	
3.26	<b>Proposed Earmarked Reserves (Appendix 4)</b>	
3.27	A number of pre-approved reserve movements, totalling £4,045,337 are already reflected in the position, and can be summarised as follows:-	
		£
a)	PFI Sinking Fund	2,044,733
b)	Breaking the Cycle	1,152,024
c)	Revenue Contribution to Capital	498,084
d)	Airwave Sinking Fund	210,322
e)	PCC - General Commissioning	140,174

	Authorisation is requested for the following specific earmarked reserves to be made from the year end savings:-  <table><tr><td></td><td></td><td>£</td></tr><tr><td>a)</td><td>Multi Agency Safeguarding Hub</td><td>231,000</td></tr><tr><td>b)</td><td>Asset Recovery Incentivisation Scheme</td><td>158,033</td></tr><tr><td>c)</td><td>Additional Airwave Savings</td><td>130,279</td></tr><tr><td>d)</td><td>Wales Interpreter and Translation Service</td><td>85,035</td></tr><tr><td>e)</td><td>Victim Services Hub</td><td>40,354</td></tr><tr><td>f)</td><td>National Cadet Scheme</td><td>35,161</td></tr><tr><td>g)</td><td>Staying Ahead Scheme</td><td>29,012</td></tr><tr><td>h)</td><td>National Specials Conference</td><td>17,792</td></tr><tr><td>i)</td><td>IOM Women's Pathfinder</td><td>13,743</td></tr><tr><td>j)</td><td>Go Safe Capital Funds</td><td>12,975</td></tr><tr><td>k)</td><td>ROCU Collaboration</td><td>8,089</td></tr><tr><td>l)</td><td>Hate Crime Awareness</td><td>4,000</td></tr><tr><td>m)</td><td>Motivating Our Youth</td><td>2,220</td></tr></table> <p>The total value of the requested transfers to specific reserves is £784,933. It is proposed that the remaining savings of £1,792,544 will be transferred to the General Reserve.</p>			£	a)	Multi Agency Safeguarding Hub	231,000	b)	Asset Recovery Incentivisation Scheme	158,033	c)	Additional Airwave Savings	130,279	d)	Wales Interpreter and Translation Service	85,035	e)	Victim Services Hub	40,354	f)	National Cadet Scheme	35,161	g)	Staying Ahead Scheme	29,012	h)	National Specials Conference	17,792	i)	IOM Women's Pathfinder	13,743	j)	Go Safe Capital Funds	12,975	k)	ROCU Collaboration	8,089	l)	Hate Crime Awareness	4,000	m)	Motivating Our Youth	2,220
		£																																									
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k)	ROCU Collaboration	8,089																																									
l)	Hate Crime Awareness	4,000																																									
m)	Motivating Our Youth	2,220																																									
3.28	<b>Control Account Reconciliations</b>																																										
3.29	The financial performance and forecast outturn processes are reliant on the accuracy and validity of the information held within the financial systems. One of the confirmations of this is the performance of control account reconciliations. The control accounts for the end of the year are currently being finalised to confirm the position at the financial year end.																																										
3.30	<b>Capital Programme (Appendix 5)</b>																																										
3.31	The Revised Annual Budget on proposed schemes for 2015/16 is £3,741,000.																																										
3.32	The Programme for 2016/17 has been funded from Home Office funding in the form of Capital Grant, Revenue Contributions to Capital and Specific Capital Reserves.																																										
3.33	Expenditure to the end of the year amounted to £1,671,000 of which, £1,043,000 to Information Systems, £68,000 related to Force Projects, £268,000 to Vehicle purchases, and the remaining £292,000 to Estate Schemes.																																										
3.34	The year-end position shows savings of £2,070,000. Some Capital Programme Schemes were not completed by the end of the year, and their delivery has been rolled into 2017/18. The principal schemes contributing to this slippage are Estates Minor Works (£213,000), Fleet Replacement Cycle (£518,000), Disaster Recovery (£162,000) and Enterprise Resource Planning System (£632,000).																																										
4.	<b><u>NEXT STEPS</u></b>																																										
4.1	Whilst this report represents the Interim Revenue and Capital position, the Final Year-End Statement of Accounts (Subject to Audit) will be authorised by the Chief Finance Officer (OPCC) and the Assistant Chief Officer – Resources on 5 June 2017.																																										

<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
5.1	These are detailed in the report.
<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	There are no staffing / personnel implications arising from this report.
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	There are no legal implications arising from this report.
<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	This report 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.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
<b>9.</b>	<b><u>RISK</u></b>
9.1	The risks arising are outlined in the body of the report.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	This is a public document.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Ken Chedzey – Interim Head of Finance
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	Appendix 1a – Revenue Budget Performance to 31st March 2017 – Gwent Police Group.  Appendix 1b – Revenue Budget Performance to 31st March 2017 – Budgets Allocated to Chief Constable.  Appendix 1c – Revenue Budget Performance to 31st March 2017 – Office of Police and Crime Commissioner.
12.2	Appendix 3 – Approved and Proposed Reserve Movements.
12.3	Appendix 4 – 2016/17 Capital Programme at 31st March 2017.

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**Police and Crime Commissioner for Gwent**  
**2016/17 Revenue Budget - Gwent Police Group**  
**Performance to 31st March 2017**

	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Budget to Date £'000s	Expenditure to Date £'000s	Variance to Date £'000s
<b>Expenditure</b>					
1 Police Officer Salaries and Allowances	65,812	64,399	64,295	61,473	2,822
2 Police Staff Salaries and Allowances	22,937	22,468	24,416	25,074	(658)
3 PCSO Salaries and Allowances	5,324	5,264	5,247	3,998	1,249
4 Police Officer Overtime and Enhancements	2,036	2,246	2,246	2,071	175
5 Police Staff Overtime and Enhancements	1,224	1,236	1,236	915	321
6 PCSO Overtime and Enhancements	791	791	791	435	356
7 Other Employee Related Costs	2,652	2,657	657	3,570	(2,913)
8 Premises Costs	5,703	5,670	5,670	5,309	361
9 Transport Costs	3,194	3,168	3,168	2,281	887
10 Supplies and Services	19,136	21,547	21,547	20,130	1,417
11 Major Incident Schemes	379	379	379	257	122
12 Proactive Operational Initiatives	228	228	228	144	84
13 Contribution to Police Computer Co.	883	883	883	803	80
14 Capital Charges	500	500	500	3,202	(2,702)
	<b>130,798</b>	<b>131,437</b>	<b>131,264</b>	<b>129,662</b>	<b>1,601</b>
<b>Other Approved Revenue Requirements</b>					
15 Development Reserve	150	109	109	0	109
16 Identified Recurring Savings	(1,387)	1,162	1,162	0	1,162
	<b>(1,237)</b>	<b>1,271</b>	<b>1,271</b>	<b>0</b>	<b>1,271</b>
<b>Income</b>					
17 Investment Income	(252)	(252)	(252)	(256)	4
18 Other Income	(11,322)	(13,494)	(13,321)	(13,359)	39
	<b>(11,574)</b>	<b>(13,746)</b>	<b>(13,573)</b>	<b>(13,616)</b>	<b>42</b>
<b>19 Net Expenditure Before Transfers</b>	<b>117,987</b>	<b>118,962</b>	<b>118,962</b>	<b>116,047</b>	<b>2,915</b>
<b>Transfers</b>					
20 To Earmarked Reserves (Pre-Approved)	3,553	3,576	3,576	3,576	0
21 Revenue Contribution to Capital Programme	498	596	596	596	0
	<b>4,051</b>	<b>4,172</b>	<b>4,172</b>	<b>4,172</b>	<b>0</b>
<b>22 Net Expenditure Including Transfers</b>	<b>122,038</b>	<b>123,134</b>	<b>123,134</b>	<b>120,219</b>	<b>2,915</b>
<b>23 Funded By:</b>					
24 Revenue Support Grant	(21,044)	(21,044)	(21,044)	(21,044)	0
25 National Non-Domestic Rates	(9,063)	(9,063)	(9,063)	(9,063)	0
26 Police Grant	(42,393)	(42,393)	(42,393)	(42,393)	0
27 Council Tax	(47,039)	(47,039)	(47,039)	(47,039)	0
28 Specific Grant Income	0	0	0	0	0
29 Use of General Reserves	0	0	0	0	0
30 Use of Earmarked Reserves	(2,499)	(3,595)	(3,595)	(2,791)	(805)
31 Provision Release	0	0	0	(438)	438
<b>32 Total Funding</b>	<b>(122,038)</b>	<b>(123,134)</b>	<b>(123,134)</b>	<b>(122,768)</b>	<b>(367)</b>
<b>33 (Over)/Underspend</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>(2,548)</b>	<b>2,548</b>

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**Police and Crime Commissioner for Gwent**  
**2016/17 Revenue Budget - Gwent Police Force**  
**Performance to 31st March 2017**

	Initial Annual Budget	Revised Annual Budget	Budget to Date	Expenditure to Date	Variance to Date
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Expenditure</b>					
1 Police Officer Salaries and Allowances	65,812	64,399	64,295	61,473	2,822
2 Police Staff Salaries and Allowances	22,154	21,645	23,593	24,154	(562)
3 PCSO Salaries and Allowances	5,324	5,264	5,247	3,998	1,249
4 Police Officer Overtime and Enhancements	2,036	2,246	2,246	2,071	175
5 Police Staff Overtime and Enhancements	1,224	1,236	1,236	915	321
6 PCSO Overtime and Enhancements	791	791	791	435	356
7 Other Employee Related Costs	2,638	2,640	640	3,554	(2,913)
8 Premises Costs	5,698	5,659	5,659	5,302	357
9 Transport Costs	3,165	3,138	3,138	2,259	879
10 Supplies and Services	16,886	18,606	18,606	17,289	1,317
11 Major Incident Schemes	379	379	379	257	122
12 Proactive Operational Initiatives	228	228	228	144	84
13 Contribution to Police Computer Co.	883	883	883	803	80
14 Capital Charges	500	500	500	3,202	(2,702)
	<b>127,718</b>	<b>127,615</b>	<b>127,442</b>	<b>125,856</b>	<b>1,585</b>
<b>Other Approved Revenue Requirements</b>					
15 Development Reserve	150	109	109	0	109
16 Identified Recurring Savings	(1,387)	1,162	1,162	0	1,162
	<b>(1,237)</b>	<b>1,271</b>	<b>1,271</b>	<b>0</b>	<b>1,271</b>
<b>Income</b>					
17 Investment Income	(252)	(252)	(252)	(256)	4
18 Other Income	(10,795)	(12,626)	(12,453)	(12,491)	38
	<b>(11,047)</b>	<b>(12,878)</b>	<b>(12,705)</b>	<b>(12,748)</b>	<b>42</b>
<b>19 Net Expenditure Before Transfers</b>	<b>115,433</b>	<b>116,007</b>	<b>116,007</b>	<b>113,109</b>	<b>2,899</b>
<b>Transfers</b>					
20 To Earmarked Reserves (Pre-Approved)	3,553	3,576	3,576	3,576	0
21 Revenue Contribution to Capital Programme	498	596	596	596	0
	<b>4,051</b>	<b>4,172</b>	<b>4,172</b>	<b>4,172</b>	<b>0</b>
<b>22 Net Expenditure Including Transfers</b>	<b>119,484</b>	<b>120,180</b>	<b>120,180</b>	<b>117,281</b>	<b>2,899</b>
<b>23 Funded By:</b>					
24 Revenue Support Grant	(21,044)	(21,044)	(21,044)	(21,044)	0
25 National Non-Domestic Rates	(9,063)	(9,063)	(9,063)	(9,063)	0
26 Police Grant	(42,393)	(42,393)	(42,393)	(42,393)	0
27 Council Tax	(44,485)	(44,084)	(44,084)	(44,084)	0
28 Specific Grant Income	0	0	0	0	0
29 Use of General Reserves	0	0	0	0	0
30 Use of Earmarked Reserves	(2,499)	(3,595)	(3,595)	(2,791)	(805)
31 Provision Release	0	0	0	(438)	438
<b>32 Total Funding</b>	<b>(119,484)</b>	<b>(120,180)</b>	<b>(120,180)</b>	<b>(119,813)</b>	<b>(367)</b>
<b>33 (Over)/Underspend</b>	<b>-</b>	<b>-</b>	<b>(0)</b>	<b>(2,532)</b>	<b>2,532</b>

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**Police and Crime Commissioner for Gwent**  
**2016/17 Revenue Budget - Office of Police and Crime Commissioner for Gwent**  
**Performance to 31st March 2017**

	Initial Annual Budget	Revised Annual Budget	Budget to Date	Expenditure to Date	Variance to Date
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Expenditure</b>					
1 Police Officer Salaries and Allowances	0	0	0	0	0
2 Police Staff Salaries and Allowances	783	824	824	920	(96)
3 PCSO Salaries and Allowances	0	0	0	0	0
4 Police Officer Overtime and Enhancements	0	0	0	0	0
5 Police Staff Overtime and Enhancements	0	0	0	0	0
6 PCSO Overtime and Enhancements	0	0	0	0	0
7 Other Employee Related Costs	14	16	16	16	0
8 Premises Costs	5	10	10	7	4
9 Transport Costs	29	30	30	23	8
10 Supplies and Services	2,250	2,942	2,942	2,841	100
11 Major Incident Schemes	0	0	0	0	0
12 Proactive Operational Initiatives	0	0	0	0	0
13 Contribution to Police Computer Co.	0	0	0	0	0
14 Capital Charges	0	0	0	0	0
	<b>3,081</b>	<b>3,822</b>	<b>3,822</b>	<b>3,806</b>	<b>16</b>
<b>Other Approved Revenue Requirements</b>					
15 Development Reserve	0	0	0	0	0
16 Identified Recurring Savings	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
17 Investment Income	0	0	0	0	0
18 Other Income	(527)	(868)	(868)	(868)	0
	<b>(527)</b>	<b>(868)</b>	<b>(868)</b>	<b>(868)</b>	<b>0</b>
<b>19 Net Expenditure Before Transfers</b>	<b>2,554</b>	<b>2,955</b>	<b>2,955</b>	<b>2,938</b>	<b>16</b>
<b>Transfers</b>					
20 To Earmarked Reserves (Pre-Approved)	0	0	0	0	0
21 Revenue Contribution to Capital Programme	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>22 Net Expenditure Including Transfers</b>	<b>2,554</b>	<b>2,955</b>	<b>2,955</b>	<b>2,938</b>	<b>16</b>
<b>23 Funded By:</b>					
24 Revenue Support Grant	0	0	0	0	0
25 National Non-Domestic Rates	0	0	0	0	0
26 Police Grant	0	0	0	0	0
27 Council Tax	(2,554)	(2,955)	(2,955)	(2,955)	0
28 Specific Grant Income	0	0	0	0	0
29 Use of General Reserves	0	0	0	0	0
30 Use of Earmarked Reserves	0	0	0	0	0
31 Provision Release	0	0	0	0	0
<b>32 Total Funding</b>	<b>(2,554)</b>	<b>(2,955)</b>	<b>(2,955)</b>	<b>(2,955)</b>	<b>0</b>
<b>33 (Over)/Underspend</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>(16)</b>	<b>16</b>



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**Police & Crime Commissioner for Gwent**  
**2016/17 Revenue Budget**  
**Financial Performance to 31st March 2017**  
**Pre-approved and Proposed Reserve Movements**

**Pre-Approved Reserve Movements**

	£
a) PFI Sinking Fund	2,044,733
b) Breaking the Cycle	1,152,024
c) Revenue Contribution to Capital	498,084
d) Airwave Sinking Fund	210,322
e) PCC - General Commissioning	140,174
	<b><u>4,045,337</u></b>

**Proposed Reserve Movements**

	£
a) Multi Agency Safeguarding Hub	231,000
b) Asset Recovery Incentivisation Scheme	158,033
c) Additional Airwave Savings	130,279
d) Wales Interpreter and Translation Service	85,035
e) Victim Services Hub	40,354
f) National Cadet Scheme	35,161
g) Staying Ahead Scheme	29,012
h) National Specials Conference	17,792
i) IOM Women's Pathfinder	13,743
j) Go Safe Capital Funds	12,975
k) ROCU Collaboration	8,089
l) Hate Crime Awareness	4,000
m) Motivating Our Youth	2,220
	<b><u>529,532</u></b>

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**Police and Crime Commissioner for Gwent**  
**2016/17 Capital Programme**  
**Budget as at 31st March 2017**

<b>2016/17 Programme</b>				
<b>EXPENDITURE</b>	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Expenditure To Date £'000s	Remaining Budget £'000's
<b>Estates Schemes :</b>				
1 Estates Schemes including Minor Works	500	500	287	213
2 Replacement of HQ	0	0	5	(5)
3 Decommissioning of HQ	0	0	0	0
<b>4 Total Estates Schemes</b>	<b>500</b>	<b>500</b>	<b>292</b>	<b>208</b>
5 Vehicle Purchases	786	786	268	518
<b>6 Vehicle Purchases</b>	<b>786</b>	<b>786</b>	<b>268</b>	<b>518</b>
<b>7 Information Systems :</b>				
8 Disaster Recovery (Dark Site)	0	415	253	162
9 Command & Control	0	263	143	120
10 VOIP	0	380	362	17
11 Enterprise Resource Planning System	2,487	632	0	632
12 Other IS Schemes	305	542	285	257
<b>13 Information Systems</b>	<b>2,792</b>	<b>2,232</b>	<b>1,043</b>	<b>1,189</b>
<b>14 Force Projects :</b>				
15 Fusion/Mobile Data	0	23	23	0
16 Other BTCG Projects / Schemes	200	200	45	155
<b>17 Total Force Projects</b>	<b>200</b>	<b>223</b>	<b>68</b>	<b>156</b>
<b>18 Overall Totals</b>	<b>4,278</b>	<b>3,741</b>	<b>1,671</b>	<b>2,070</b>

<b>FUNDING OF PROGRAMME</b>	Initial Annual Budget £'000s	Revised Annual Budget £'000s
19 Capital Grants	526	526
20 Supported Borrowing		
21 Use of Capital Reserves	3,254	2,717
22 Revenue Contributions to Capital	498	498
23 Partnership Organisations - Capital		
24 Receipt from sale of premises		
25 Loans / Use of Revenue Funding		
26 Home Office - Innovation Grant		
27 Total Funds Available	<b>4,278</b>	<b>3,741</b>
<b>28 Shortfall/(Surplus) in Funding</b>	<b>0</b>	<b>0</b>

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## POLICE AND CRIME COMMISSIONER FOR GWENT 2018/19 BUDGET SETTING TIMETABLE

	Description	Date	Owner
1	Update Medium Term Financial Projections (MTFPs) based upon national/ regional guidance, 16/17 final outturn and emerging issues	18 <sup>th</sup> May 2017	Head of Finance (HoF)
2	Police and Crime Commissioner (PCC) briefing on initial MTFP	8 <sup>th</sup> June 2017	Chief Finance Officer (CFO) Office of the Police and Crime Commissioner for Gwent (OPCC)
3	Police and Crime Panel (PCP) briefing on initial MTFP (Meeting Cancelled)	16 <sup>th</sup> June 2017	CFO OPCC
4	Joint Audit Committee (JAC) briefing on initial MTFP	27 <sup>th</sup> June 2017	CFO OPCC
5	Strategy and Performance Board (SPB) briefing on initial MTFP	21 <sup>st</sup> July 2017	CFO OPCC
6	Update MTFP to reflect national/ regional guidance, emerging issues and strategic direction	22 <sup>nd</sup> August 2017	HoF
7	CFO OPCC briefing on MTFP	31 <sup>st</sup> August 2017	Assistant Chief Officer – Resources (ACOR)
8	Formal Budget Setting commences in Finance Department (including four month Precept consultation between October and January)	4 <sup>th</sup> September 2017	Finance
9	Chief Officer Team (COT) briefing on updated MTFP	5 <sup>th</sup> September 2017	ACO-R
10	OPCC Executive Board briefing on updated MTFP	11 <sup>th</sup> September 2017	PCC
11	JAC briefing on MTFP, planning process, strategic direction, budget setting and reserves and committed funds strategy	14 <sup>th</sup> September 2017	ACO-R
12	PCP briefing on MTFP, planning process, strategic direction and budget setting	15 <sup>th</sup> September 2017	PCC
13	SPB briefing on updated MTFP, planning process, strategic direction and budget setting	19 <sup>th</sup> September 2017	ACO-R

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2018/19 BUDGET SETTING TIMETABLE**

14	COT briefing on updated MTFP and budget proposal formulation	3 <sup>rd</sup> October 2017	ACO-R
15	Update MTFP to reflect strategic direction following COT briefing	4 <sup>th</sup> October 2017	HoF
16	CFO OPCC briefing on MTFP	4 <sup>th</sup> October 2017	ACO-R
17	Strategic Planning Group (SPG) briefing on MTFP	10 <sup>th</sup> October 2017	HoF
18	OPCC Executive Board briefing on MTFP	17 <sup>th</sup> October 2017	CFO OPCC
19	Produce initial budget proposal	18 <sup>th</sup> October 2017	HoF
20	PCP Finance Sub-Group meeting on MTFP and initial budget proposal	TBC October 2017	CFO OPCC
21	COT briefing on draft Gwent Police Budget Proposal	24 <sup>th</sup> October 2017	ACO-R
22	Chief Constable (CC) finalises Gwent Police Budget Proposal	10 <sup>th</sup> November 2017	ACO-R
23	CFO OPCC briefing on Gwent Police Budget Proposal	13 <sup>th</sup> November 2017	ACO-R
24	OPCC Executive Board briefing on updated MTFP and consideration of Gwent Police Budget Proposal	15 <sup>th</sup> November 2017	CFO OPCC
25	Budget Setting Exercise completed in Finance	17 <sup>th</sup> November 2017	Finance
26	SPB to consider and discuss Gwent Police Budget Proposal	28 <sup>th</sup> November 2017	CFO OPCC / ACO-R
27	COT briefing on provisional Budget Proposal	5 <sup>th</sup> December 2017	ACO-R
28	OPCC Executive Board briefing on provisional Budget and Precept Proposal	11 <sup>th</sup> December 2017	CFO OPCC

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2018/19 BUDGET SETTING TIMETABLE**

29	PCP Report for circulation with provisional Budget and Precept Proposal	11 <sup>th</sup> December 2017	HoF
30	SPG briefing on provisional Budget and Precept Proposal	12 <sup>th</sup> December 2017	HoF
31	JAC Report for circulation with provisional Budget and Precept Proposal	13 <sup>th</sup> December 2017	HoF
32	Update MTFP to reflect Provisional Settlement and Autumn Statement announcements	15 <sup>th</sup> December 2017	HoF
33	JAC briefing on provisional Budget and Precept Proposal	21 <sup>st</sup> December 2017	CFO OPCC
34	PCP briefing on provisional Budget and Precept Proposal	22 <sup>nd</sup> December 2017	CFO OPCC
35	COT briefing on provisional Budget and Precept Proposal	9 <sup>th</sup> January 2018	ACO-R
36	CFO OPCC briefing on provisional Budget and Precept Proposal	10 <sup>th</sup> January 2018	ACO-R
37	OPCC Executive Board briefing on provisional Budget and Precept Proposal	TBC January 2018	CFO OPCC
38	Final Police Settlement announced	TBC January 2018	Home Office / WG
39	MTFP updated to reflect impact of Final Police Settlement	TBC January 2018	Finance
40	Deadline for PCC to issue PCP Proposed Precept Report	15 <sup>th</sup> January 2018	PCC
41	PCP Meeting to consider Proposed Precept Report	26 <sup>th</sup> January 2018 (Provisional)	PCP
42	Undertake public consultation with non-domestic ratepayers	2 <sup>nd</sup> February 2018	PCC Office
43	Deadline for PCP to review and report back to PCC on Proposed Precept Report	2 <sup>nd</sup> February 2018	PCP

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2018/19 BUDGET SETTING TIMETABLE**

44	MTFP updated to reflect impact of PCP report	5 <sup>th</sup> February 2018	HoF
45	CFO OPCC briefing on updated MTFP	7 <sup>th</sup> February 2018	ACO-R
46	Draft PCC response to PCP report for circulation	7 <sup>th</sup> February 2018	CFO OPCC
47	Deadline for PCC to issue Revised Precept Proposal Report to PCP	9 <sup>th</sup> February 2018	PCC
48	SPG briefing on PCC Proposed Precept Report	13 <sup>th</sup> February 2018	HoF
49	Deadline for PCP to review Revised Precept Proposal Report and report back to PCC (Second Report)	16 <sup>th</sup> February 2018	PCP
50	Produce Draft Precept Notification	16 <sup>th</sup> February 2018	CFO OPCC
51	Draft PCC response to PCP Second Report for circulation	19 <sup>th</sup> February 2018	CFO OPCC
52	Deadline for PCC to issue response to PCP Second Report	23 <sup>rd</sup> February 2018	PCC
53	PCC issues precept	23 <sup>rd</sup> February 2017	PCC
54	Notification of precept to Local Authorities	23 <sup>rd</sup> February 2018	PCC
55	Produce Final Precept Notification	23 <sup>rd</sup> February 2018	CFO OPCC
56	Printing of precept leaflets / Publishing of on-line Statement (tbc)	28 <sup>th</sup> February 2018	Corporate Communications
57	Complete breakdown and phasing of budgets	14 <sup>th</sup> March 2018	Finance
58	Complete Budget Book	21 <sup>st</sup> March 2018	Finance

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2018/19 BUDGET SETTING TIMETABLE**

59	Upload Budget to Financial System	23 <sup>rd</sup> March 2018	Finance
60	Issue Budget Book	30 <sup>th</sup> March 2018	Finance



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## OFFICE OF POLICE AND CRIME COMMISSIONER

### OFFICE OF THE CHIEF CONSTABLE

**TITLE:** Medium Term Financial Projections 2018/19 to 2022/23

**DATE:** 15<sup>th</sup> September 2017

**TIMING:** Routine

**PURPOSE:** For Consideration

<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	<p>That the Police and Crime Commissioner for Gwent (Commissioner) considers the updated Medium Term Financial Projections (MTFP) to 2022/23 in order to:</p> <ul style="list-style-type: none"> <li>a) Continue the delivery of his Police and Crime Plan;</li> <li>b) Highlight the funding impact of on-going national austerity measures;</li> <li>c) Provide early consideration to his precept strategy;</li> <li>d) Identify the emerging in-service cost pressures and developments;</li> <li>e) Consider the Staying Ahead Programme of work and identified schemes to address future funding deficits; and</li> <li>f) Seek opportunities to reinvest into front-line service delivery.</li> </ul>
1.2	<p>Moving forward, the Commissioner will also need to review the overall levels of reserves and committed funds held and also the future capital programme and its funding requirements as part of his consideration for setting the 2018/19 budget. This review forms part of the Reserves and Committed Funds Strategy which is subject to a separate report which will be presented to the Joint Audit Committee (JAC) in September 2017 and the Police and Crime Panel (PCP) in December 2017.</p>
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	<p>In order to set the financial strategy in support of the Commissioner's Police and Crime Plan, an updated MTFP is produced on at least a quarterly basis to reflect the best estimates of the future financial landscape of delivering police and crime services within Gwent. With the commencement of the formal annual budget setting exercise in September each year, the updating of the MTFP then becomes at least a monthly exercise, up until the confirmation of the budget proposal by the Commissioner (and endorsement of the precept by the Police and Crime Panel), in January/February each year.</p>

2.2	<p>The MTFP appended to this report is the second update following the agreement of the 2017/18 budget in February 2017. With the movement into the new financial year (2017/18), the Commissioner will note that this latest MTFP now projects to 2022/23 – the convention being that any given MTFP forecasts 5 years beyond the current financial year.</p>
3.	<p><b><u>ISSUES FOR CONSIDERATION</u></b></p>
3.1	<p>The 2017/18 budget setting round was the second 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, although it is acknowledged that the recent terrorist attacks in Westminster, Manchester Arena, Borough Market and Finsbury Park may influence the degree of further austerity measures placed upon policing budgets. The Staying Ahead Programme was initiated 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 £7.480m is expected to be delivered this year due to the continuing success of the Staying Ahead Programme.</p>
3.2	<p>Complimentary to the current CSR, in the 2016 Budget, Her Majesty's Treasury (HMT) announced its Efficiency Review. The Review will take a strategic look at how Government delivers services across the whole public sector, looking for opportunities to make improvements and drive value for money. The Review will generate £3.5 billion of savings in 2019/20, with up to £1 billion to be reinvested in priority areas. Government Departments have therefore been commissioned to draw up proposals for contributions by modelling scenarios of 3% and 6% savings.</p>
3.3	<p>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. Although the review is currently 'on hold', pending Ministerial consideration of the work of both the Technical Reference Group and Senior Sector Group, the potential financial impact cannot be discounted at this stage. The estimated financial impact remains the same as during the 2017/18 budget round (£6m), although the transition year has moved from 2018/19 to 2019/20.</p>
3.4	<p>On the 23<sup>rd</sup> November 2016, the Chancellor of the Exchequer, Rt. Hon. Philip Hammond MP, announced the Autumn Statement 2016, confirming that the Government has scrapped its target to be in budget surplus by 2019/20, as measured by the Public Sector Net Borrowing figure. Although the deficit has been cut by almost two-thirds from its 2009/10 post war high of 10.1% of</p>

	<p>Gross Domestic Product (GDP) to 4.0% last year, borrowing and debt remain high and the Office for Budget Responsibility (OBR) has passed a judgment that the economic and fiscal outlook for the UK has deteriorated since the European Union (EU) referendum and subsequent 'Brexit'. The connotation of this means that public finances will no longer reach a surplus by 2019/20.</p>
3.5	<p>In terms of what the Autumn Statement provided regarding the specific impact on police and crime, the only key message gleaned was that 'Departmental spending plans set out in the 2015 Spending Review were to remain in place'. This provided a degree of clarity in that it corroborated the 'flat cash' funding expected for the 2017/18 financial year, assuming that locally determined precept increases are maximised and council tax bases grow consistently nationally. This 'flat cash' position was eventually confirmed upon receipt of the Final Police Funding settlement in February 2017 and therefore, the continuation of this approach forms the basis of estimated central government grant cuts from 2018/19 onwards.</p>
3.6	<p>Moving from the overall national funding available for policing to what is actually allocated to individual Commissioners, takes account of 'reallocations' (previously known as topslices), from Commissioner's budgets into other parts of HO policing responsibilities. In 2017/18, in addition to pre-existing reallocations (the most notable being for the transition from Airwave to the Emergency Services Network and also the Police Transformation Fund), a number of new streams were earmarked to fund additional schemes. Notably, these were for a) Her Majesty's Inspectorate of Constabulary's (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections; b) 'gang master' and labour abuse; c) pre-charge bail; d) Commonwealth heads of government meeting; and e) forensic archive. Each has an impact upon the amount of funding awarded to Commissioners through the Police Funding Settlement into the future.</p>
3.7	<p>A consistent issue in the compilation of the MTFP is the uncertainty regarding the longevity, value and notification timing of Specific Grants from the HO, Welsh Government (WG) and the Ministry of Justice (MoJ). For planning purposes these are assumed to remain at the 2017/18 level moving forward</p>
3.8	<p>In a similar vein, the capital grant received from the HO remains a concern. The amount received in 2017/18 (£0.449m) does not even provide for a third of the annual fleet replacement programme and will only be 41% of the amount received as recently as 2014/15. A continuation of this reduction places a further significant burden on finite reserves and committed funds and also 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.</p>
3.9	<p>The 2017/18 budget setting round realised the opportunity to reinvest accelerated cashable efficiencies. By way of recap, the underlying ethos of</p>

	<p>the Staying Ahead Programme is to deliver service improvement through transformational change, to meet current and future demand and deliver efficiency savings (both cashable and non-cashable). Historically, the cashable efficiencies generated by the Staying Ahead Programme have been fully utilised in meeting current and future budgetary deficits as a result of the Government's austerity programme. However, with the exceptional success of the Staying Ahead Programme in improving the service (as independently verified by recent HMIC PEEL Inspections) and delivering cashable efficiency savings ahead of time; coupled with a 'less bad' funding settlement in 2016/17, enabled the Commissioner and the Force to be in a position to reinvest cashable efficiencies into known emerging pressures and service developments.</p>
3.10	<p>These pressures and service developments identified were consistent with those identified within local, regional and national priorities identified through such things as the Commissioner's Police and Crime Plan, the Strategic Policing Requirement and the Association of Police and Crime Commissioners (APCC)/National Police Chiefs' Council (NPCC)/Police and Crime Commissioners Treasurers' Society (PACCTS) submission regarding 'Future Levels of Funding for Police Services'.</p>
3.11	<p>The subsequent Force's original investment plan targeted:</p> <ul style="list-style-type: none"> <li>a) Proactive Capabilities/Training;</li> <li>b) Hidden Crime/Protecting Vulnerable People/Modern Slavery;</li> <li>c) Tackling Cyber Criminality;</li> <li>d) Investment in People and Talent Management;</li> <li>e) Mental Health Training;</li> <li>f) First Point of Contact (FPOC) Triage Service;</li> <li>g) Welsh Language Standards Implementation/Maintenance;</li> <li>h) Public Confidence Research; and</li> <li>i) Street to Suite Custody Provision.</li> </ul>
3.12	<p>Progress has been made in delivering a number of the above areas, whilst others have been revised to better utilise the available funding. However, the base costs of these investments have been maintained and future proofed within the MTFP, thereby maintaining the ongoing need to identify efficiency schemes to deliver savings from other conventional areas of policing demand; as potentially identified via the HMIC Value For Money (VFM) Profiles.</p>



3.13	In addition to maintaining the above investments within the MTFP, since the conclusion of the 2017/18 budget setting round, a number of new service pressures and developments have materialised:
3.14	<p><u>Supplementary impact of the Apprenticeship Levy</u></p> <p>The impact of the Apprenticeship Levy itself was accommodated within the 2017/18 budget, representing 0.5% (£0.369m) of the payroll costs. However, the collection of the Apprenticeship Levy is not devolved, but the subsequent distribution of funds is. Collected funds from Welsh employers will therefore be allocated to WG using the Barnett formula, and it is then WG who will determine how these funds should be allocated within Wales. Funding via the Barnett formula is not 'ring-fenced' and so the devolved administrations in the UK have freedom to decide where to award funds and which apprenticeship schemes to support. As such, not all funds raised will directly correlate to accessible funding for employer's training costs. The current situation is that the WG have not confirmed if and how Apprenticeship Levy monies will flow back to Welsh Forces in order to fund the delivery of the College of Policing's Policing Education Qualifications Framework (PEQF).</p>
3.15	<p>The PEQF is a mechanism to support the introduction of a national, standardised framework of recognised and accredited qualifications for policing in England and Wales. The PEQF will have initial implications for police officer ranks and thereafter will address specialist and policing-related staff roles – primarily those for which no equivalent framework exists outside policing and where a formal externally accredited qualification is considered necessary. The full cost of delivering the PEQF within Wales could be as much as £10m per year, with no certainty that this will be funded by Apprenticeship Levy monies from WG. As a rule of thumb, Gwent Police represents approximately 20% of Welsh Policing budgets, therefore, the supplementary impact of delivering the PEQF in Gwent could be as much as £2m. To this end, a £1m pressure (representing 50% of the estimated maximum cost) has been initially included in the MTFP.</p>
3.16	<p><u>Local Government Pension Scheme (LGPS)</u></p> <p>The Greater Gwent LGPS triennial review (based at the 31<sup>st</sup> March 2016, but completed and notified in February 2017) concluded that on the basis of the existing contribution rates raising by 1%<sup>1</sup> in 2018/19 and a further 1% in 2019/20, there is a 66% probability of Gwent Police (including the Office of the Police and Crime Commissioner (OPCC)) being fully funded within the 23 year time horizon. Measures to increase the 66% likelihood (by the time of the next triennial review) were undertaken at the end of the 2016/17 financial year and the commencement of the 2017/18 financial year, with £2m respectively being paid into the LGPS in each financial year. The MTFP has now been updated to reflect the 1% per annum increase in pension contributions in 2018/19 and</p>

<sup>1</sup> The 2017/18 contribution rate is 15.8%.

	<p>2019/20 respectively, and a further lump sum payment in 2018/19. Moving forward, careful consideration should be given to maintaining further lump sum payments to increase the likelihood of achieving a fully funded position, especially in light of future operational policing pressures, as well as demographic changes impacting on the fund in the future.</p>
3.17	<p><u>Police Staff Council (PSC) Pay Claim 2017</u></p> <p>In July 2017, the PSC submitted a 5% pay claim for 2017. Currently, the MTFP assumes a 1.5% pay increase for Police Staff (similarly, Police Officer pay increase has been assumed at 1.5%). The difference between the 5% and 1.5% amounts to circa £0.700m per annum. At present, this has not been reflected in the MTFP but is noted.</p>
3.18	<p><u>Estate Strategy and Programme Fusion<sup>2</sup></u></p> <p>The Commissioner commenced his review of the Estate Strategy in March 2017 and significant work has been undertaken since in shaping the vision and strategic objectives of the strategy. The next stage will be to assign indicative costs to the delivery of the strategy. Therefore, at the time of writing, the funding of this strategy, beyond ongoing maintenance of the existing estate and the delivery of a new headquarters has not been accounted for in the MTFP or the Reserves and Committed Funds Strategy.</p>
3.19	<p>In a similar vein, Gwent Police are currently confirming the revenue and capital investment requirements into Programme Fusion with South Wales Police. £5m of investment to 2019/20 has been reflected in the Reserves and Committed Funds Strategy, but this may be subject to change. As the Estate Strategy and Fusion costings are refined during the Autumn, the funding of the Strategy will be reflected in the MTFP and Reserves and Committed Funds Strategy presented to the December JAC and PCP.</p>
3.20	<p>Taking the above narrative into account, The current MTFP is shown at Appendix 1. The detailed assumptions, service pressures/developments and forecast efficiency savings and schemes which support the projections are reflected at Appendices 2, 3 and 4.</p>
3.21	<p>The Commissioner will note that the MTFP projects a recurring deficit <u>after</u> efficiencies in 2018/19 of £0.788m, before swinging into small surpluses in 2019/20 (£0.685m) and 2020/21 (£0.410). However, moving forward, the continuing impact of the CSR 2015 (and subsequently the impact of the next CSR and Efficiency Review) and the Police Funding Formula review, coupled with internal assumptions beyond this, present further funding pressures. It is forecast therefore that these will generate a recurring funding deficit of £2.749m by 2022/23, even after accounting for the successful delivery of £9.357m of future efficiency schemes.</p>

<sup>2</sup> Programme Fusion is a collaborative venture between South Wales and Gwent Police, helping both forces cut crime, reduce costs, and provide an effective, efficient police service by ensuring officers and staff are using the latest technology, giving them the information they need, when they need it.

3.22	<p><u>MTFP – Funding Source Analysis</u></p> <p>Appendix 5 highlights the downward trajectory of Central Government Grant into Gwent, against the upward trajectory of precept funding raised through council tax. The Commissioner will note that in 2008/09, the Net Revenue Expenditure of the Police Authority was funded by £80.604m of Central Government Grant (71%) and precept of £33.697m (29%). Forecasting to 2022/23 (using the information from the latest MTFP at Appendix 1), the split is estimated to be £58.855m Central Government Grant (48%) and precept of £63.210m (52%). This highlights that a degree of the impact of austerity is being mitigated through local taxation. By far and away however, the largest mitigating factor to austerity is the Staying Ahead Programme and the success of the efficiency programme to date. The following narrative confirms this statement.</p>
3.23	<p><u>MTFP – Cumulative Deficits</u></p> <p>The graph at Appendix 6 aims to articulate the cumulative deficit that would have opened up if unavoidable expenditure increases since 2008/09 were left unchecked, i.e. if no Staying Ahead Programme existed and therefore no efficiency schemes and budget reductions were made to offset these expenditure increases and therefore provide a balanced budget year on year.</p>
3.24	<p>Starting from a balanced pre-austerity budget in 2008/09, whereby funding and expenditure match, if forecast expenditure increases year on year are mapped against actual and forecast funding allocations year on year, then a deficit of £61.420m would have opened up by 2022/23 (£183.485m minus £120.065m).</p>
3.25	<p>The important message in this graph is that overall funding will ‘flat line’ between 2008/09 and 2022/23; even after accounting for precept growth of 3.99% per annum between 2018/19 and 2022/23. In simple terms, the funding available for delivering police and crime services in Gwent in 2022/23 will be virtually the same in cash-terms as that seen in 2010/11. However, unavoidable expenditure increases, such as pay awards, inflation, changing crime types and increased safeguarding responsibilities have been (and will continue to be) accommodated year on year.</p>
3.26	<p>The Commissioner will note however, that between 2008/09 and 2017/18 expenditure did not run unchecked and efficiency schemes and budget reductions of £49.314m have been delivered, thereby ensuring balanced budgets year on year. In reality therefore, between 2008/09 and 2017/18 both the ‘blue’ Expenditure line and the ‘red’ Overall Funding line have ‘met’. The outstanding deficit to 2022/23 is currently £12.106m (£61.420m gross deficit minus £49.314 of efficiency schemes delivered to date).</p>
3.27	<p>The major contributor to the delivery of the efficiency schemes, has been the reduction in establishment numbers since the start of austerity in 2010/11. Between March 2011 and June 2017:</p>

	<p>a) Actual Police Officer numbers have reduced from 1,493 whole time equivalents (wte) to 1,163 wte, a loss of 330 wte representing a 14% reduction; and</p> <p>b) Actual Police Staff numbers have reduced from 836 wte to 578 wte, a loss of 259 wte representing a 30% reduction.</p>
3.28	<p>Between March 2013<sup>3</sup> and June 2017:</p> <p>a) Actual Police Community Support Officers (PCSO) numbers have reduced from 237 to 118, a loss of 119 wte representing a 50% reduction.</p>
3.29	<p>Over the same period, policing demand has become broader and changing crime types more complex to investigate. The Staying Ahead Programme is currently undertaking a detailed analysis of the changing demand faced by Gwent Police over the past three years. This analysis will influence the Programme moving forward and will be an invaluable reference point for local and national discussions regarding police and crime funding.</p>
3.30	<p>To this backdrop and based on consistent messaging from the public through engagement activities and the increasing complexity and breadth of policing demand, the Commissioner's precept strategy (as seen in 2017/18) may wish to address further investment into front-line policing numbers, either as part of maintaining flat cash funding levels or over and above the increase required to maintain flat cash funding.</p>
<b>4.</b>	<b><u>NEXT STEPS</u></b>
4.1	<p>This report signifies the commencement of the journey to the setting of the 2018/19 budget and ultimately the PCP meeting in January 2018, whereby they will be required to review the proposed precept and make a report to the Commissioner on the proposed precept (whether they veto the precept or not) by the 8<sup>th</sup> February 2018.</p>
4.2	<p>The MTFP will be further refined during the year and will be scrutinised by Chief Officers, Strategy and Performance Board, JAC and the PCP regularly throughout the year.</p>
<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
	<p>This is a major financial report with clear financial implications. These are fully articulated within the narrative and Appendices.</p>

<sup>3</sup> March 2013 is used as reference point rather than March 2011, as Gwent Police were still in the process of recruiting the 101 WG funded PCSOs during 2011/12 and 2012/13.

<b>6.</b>	<p><b><u>PERSONNEL CONSIDERATIONS</u></b></p> <p>The majority of the policing and crime budget covers employees' salaries and employer's contributions. It follows that in the current situation, where Central Government Grant funding is reducing, the number of employees 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>
<b>7.</b>	<p><b><u>LEGAL IMPLICATIONS</u></b></p> <p>Setting the budget requirement and precept are statutory responsibilities of the Commissioner.</p>
<b>8.</b>	<p><b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b></p> <p>8.1 This report 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>8.2 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>
<b>9.</b>	<p><b><u>RISK</u></b></p> <p>9.1 The MTFP and associated budget setting process robustly identifies the financial implications of the strategic and operational risks faced by both organisations.</p> <p>9.2 Furthermore, a timely decision on the precept will minimise the risk of failing to achieve the statutory deadline.</p>
<b>10.</b>	<p><b><u>PUBLIC INTEREST</u></b></p> <p>This report will be placed on the website of both the Commissioner and the Police and Crime Panel.</p>
<b>11.</b>	<p><b><u>CONTACT OFFICER</u></b></p> <p>Darren Garwood-Pask, Chief Finance Officer to the Police and Crime Commissioner for Gwent.</p>
<b>12.</b>	<p><b><u>ANNEXES</u></b></p> <p>Appendix 1 – Medium Term Financial Projections 2018/19 to 2022/23.  Appendix 2 – Assumptions 2018/19 to 2022/23.  Appendix 3 – Service Pressures and Budget Developments 2018/19 to 2022/23.</p>

	Appendix 4 – Staying Ahead 8 Savings Initiatives. Appendix 5 – Funding Source Analysis. Appendix 6 – Cumulative Deficits.
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**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Financial Projections 2018/19 to 2022/23**  
**At 14th September 2017**

	( 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 Pay Awards and Increments	949	2,101	2,324	2,129	2,161	2,193
2 Non-Staff Inflation	526	569	596	636	640	653
3 Apprenticeship Levy Scheme	369	400	250	250	100	-
4 In Service Pressures / Developments	6,805	154	(845)	(745)	(100)	100
5 Accelerated Staying Ahead Savings	(7,245)	(96)	(60)	(60)	(60)	(60)
6 Unavoidable Cost Increases	1,403	3,128	2,265	2,210	2,740	2,886
7 Gross Budget Movement	1,403	3,128	2,265	2,210	2,740	2,886
8 Recurring Base Budget Brought Forward	119,539	120,942	124,070	126,335	128,545	131,285
9 Projected Budgetary Requirement	120,942	124,070	126,335	128,545	131,285	134,172
10 % Increase on Previous Years Base Budget	0.98%	2.59%	1.83%	1.75%	2.13%	2.20%
11 Funding						
12 Central Government Funding						
13 Police Grant	(40,904)	(40,086)	(37,284)	(34,539)	(31,848)	(31,211)
14 Revenue Support Grant	(20,748)	(20,333)	(19,926)	(19,528)	(19,137)	(18,754)
15 National Non-Domestic Rates	(9,835)	(9,638)	(9,446)	(9,257)	(9,071)	(8,890)
16 Total Central Government Funding	(71,487)	(70,057)	(66,656)	(63,323)	(60,056)	(58,855)
17 Council Tax	(49,455)	(51,943)	(54,557)	(57,300)	(60,182)	(63,210)
18 Total Funding	(120,942)	(122,000)	(121,212)	(120,623)	(120,239)	(122,065)
19 Projected Recurring Deficit / (Surplus) Before Efficiencies	(0)	2,070	5,122	7,922	11,047	12,106
20 Efficiencies						
21 Future Year Staying Ahead Scheme Savings	-	(1,282)	(5,807)	(8,332)	(9,357)	(9,357)
22 Reserve Utilisation	-	-	-	-	-	-
23 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation	(0)	788	(685)	(410)	1,690	2,749

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police  
Medium Term Financial Projections 2018/19 to 2022/23  
Assumptions  
At 14th September 2017

Description	2017/18 Budgeted	2018/19 Proposed	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Source
<b><u>Police Officers</u></b>							
Pay Awards	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	CFO estimate benchmarked with Welsh Forces
<b><u>Police Staff</u></b>							
Pay Awards	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	CFO estimate benchmarked with Welsh Forces
<b><u>Indirect Staff Costs</u></b>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	CFO estimate benchmarked with Welsh Forces
<b><u>Non Staff Inflation</u></b>							
General (Including Rates)	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	CFO estimate benchmarked with Welsh Forces
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with Welsh Forces
Utilities - Water	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with Welsh Forces
Petrol	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with Welsh Forces
Diesel	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate benchmarked with Welsh Forces
<b><u>Funding</u></b>							
Police Funding	-1.40%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	Final Police Settlement 2017/18. CFO estimate for 2018/19 onwards
Council Tax Base Increase	1.10%	1.00%	1.00%	1.00%	1.00%	1.00%	Actual Growth for 2017/18. Assumed to increase at the last three year average from 2018/19 onward
Council Tax Precept Increase	3.99%	3.99%	3.99%	3.99%	3.99%	3.99%	Proposal to maintain flat cash funding levels

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**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Financial Projections 2018/19 to 2022/23**  
**Service Pressures and Budget Developments**  
**At 14th September 2017**

	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
<b>1. Apprenticeship Levy</b>					
a Delivery of the Police Education Qualifications Framework	400,000	250,000	250,000	100,000	
<b>2. Establishments</b>					
a Adjustment to number of Bank Holiday days	(120,000)				
b Local Government Pension Scheme - Past Service Deficit		(2,000,000)			
<b>3. Premises</b>					
a Rented Property insurances	(4,000)				
<b>4. Supplies and Services</b>					
a BTCCG Developments	100,000	100,000	100,000	100,000	100,000
b FIRMS Project - recurrent system costs	178,000	55,000	(45,000)		
c Body Armour Replacement		1,000,000	(1,000,000)		
d Taser Replacement			200,000	(200,000)	
<b>5. Total</b>	<b>554,000</b>	<b>(595,000)</b>	<b>(495,000)</b>	<b>0</b>	<b>100,000</b>

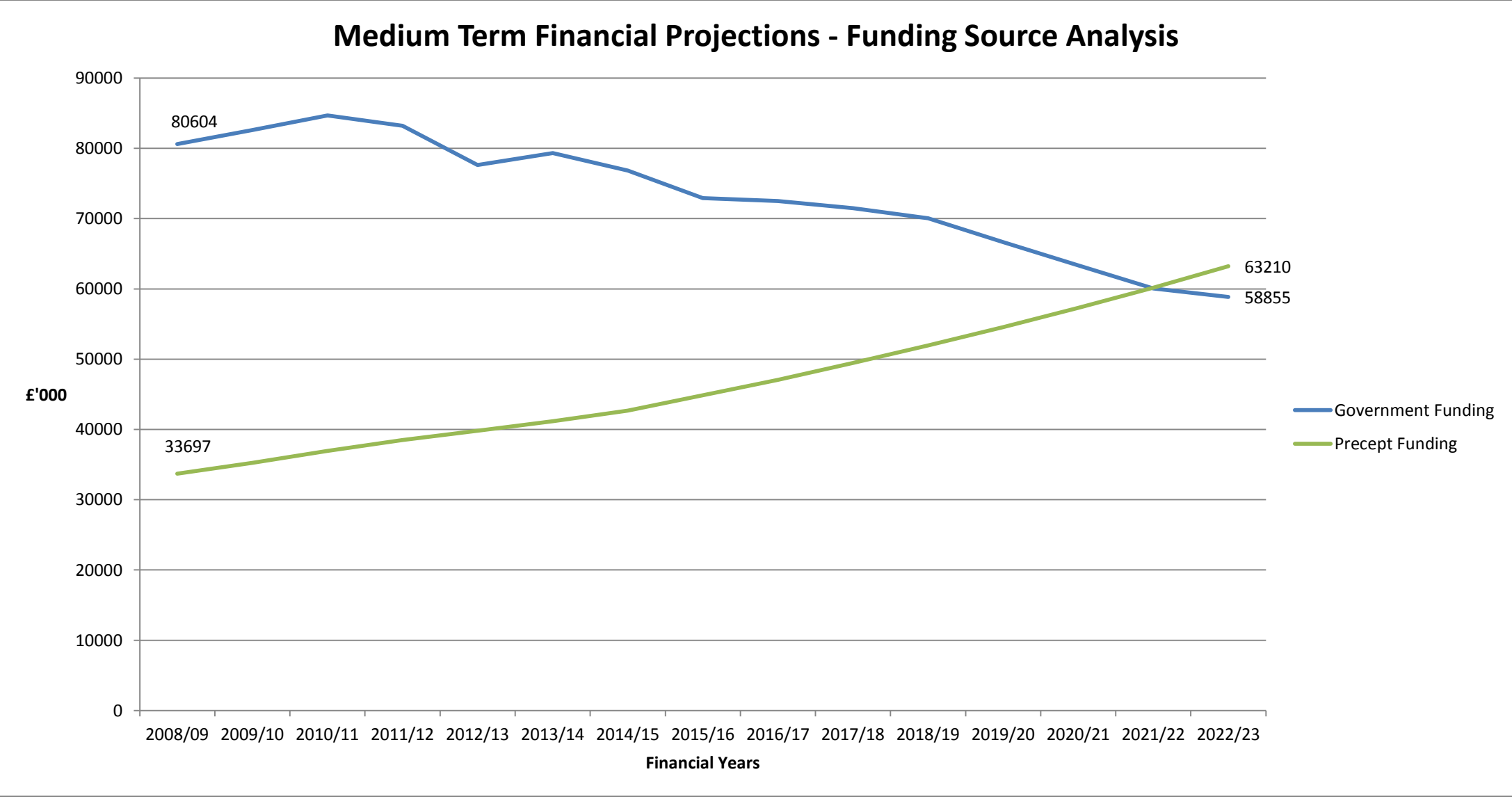
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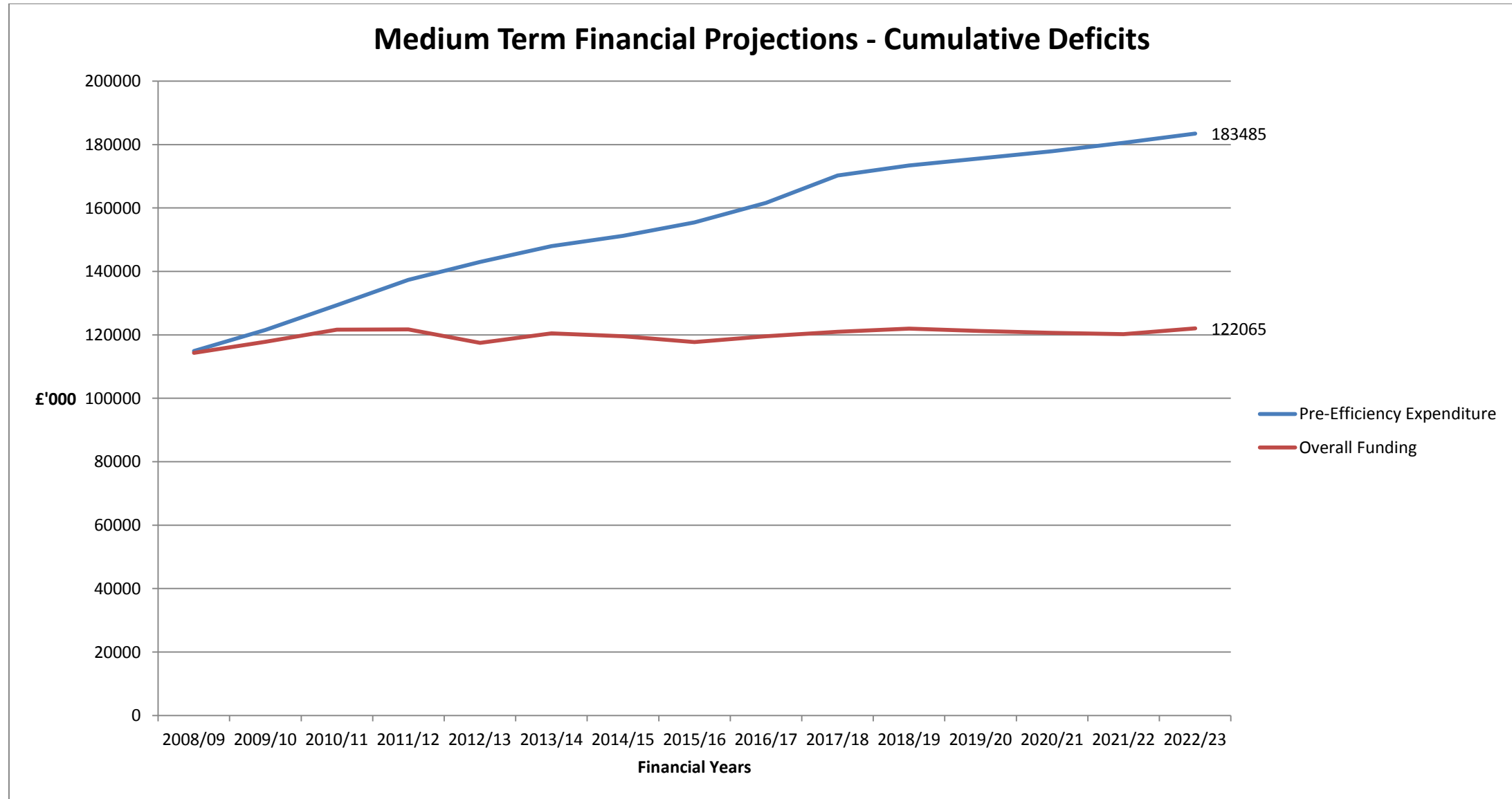
**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Revenue Projections 2018/19 to 2022/23**  
**Staying Ahead 8 Schemes 2018/19 to 2022/23 and Other Savings Initiatives**  
**At 14th September 2017**

	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Total £'000s
<b>A Cumulative Savings Brought Forward</b>	<b>0</b>	<b>(1,282,000)</b>	<b>(5,807,000)</b>	<b>(8,332,000)</b>	<b>(9,357,000)</b>	<b>(9,357,000)</b>
<b>B Scheme</b>						
1 Local Policing	0	0	(1,000,000)	0	0	(1,000,000)
2 Flexible Working Practices	0	(250,000)	(250,000)	0	0	(500,000)
3 Custody Provision	0	0	0	(200,000)	0	(200,000)
4 Roads Policing	0	(1,100,000)	(200,000)	0	0	(1,300,000)
5 Dogs Section	0	(200,000)	0	0	0	(200,000)
6 Advanced Public Order	0	(500,000)	0	0	0	(500,000)
7 National Police Air Service	(100,000)	0	0	0	0	(100,000)
8 Scientific Investigation Support	(100,000)	0	0	0	0	(100,000)
9 ICT Services	(250,000)	(200,000)	(200,000)	(300,000)	0	(950,000)
10 Estates and Facilities Management	0	(350,000)	(350,000)	0	0	(700,000)
11 Performance and Change Management	0	(200,000)	(200,000)	0	0	(400,000)
12 Administrative Support	0	(100,000)	0	0	0	(100,000)
13 Professional Standards	0	(125,000)	(125,000)	(125,000)	0	(375,000)
14 Enabling and Support Services	0	(200,000)	(200,000)	(300,000)	0	(700,000)
15 Police and Crime Commissioner	0	0	0	(100,000)	0	(100,000)
16 Other Schemes	0	0	0	0	0	0
17 Capital Borrowing Costs	(332,000)	0	0	0	0	(332,000)
18 Corporate Financing of PFI	(500,000)	0	0	0	0	(500,000)
19 Multi Agency Safeguarding Hub	0	(1,300,000)	0	0	0	(1,300,000)
<b>C Savings for Year</b>	<b>(1,282,000)</b>	<b>(4,525,000)</b>	<b>(2,525,000)</b>	<b>(1,025,000)</b>	<b>0</b>	<b>(9,357,000)</b>
<b>Sensitivity Risk Assessment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>D Cumulative Savings Carried Forward</b>	<b>(1,282,000)</b>	<b>(5,807,000)</b>	<b>(8,332,000)</b>	<b>(9,357,000)</b>	<b>(9,357,000)</b>	

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<b><u>OFFICE OF THE POLICE &amp; CRIME COMMISSIONER</u></b>	
<b>TITLE:</b>	<b>Treasury Management Annual Report 2016/17</b>
<b>DATE:</b>	<b>15<sup>th</sup> September 2017</b>
<b>TIMING:</b>	<b>Routine</b>
<b>PURPOSE:</b>	<b>For consideration</b>
<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	That the Police and Crime Panel considers the Annual Treasury Management Activity Report and actual Prudential Indicators for 2016/17.
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	Treasury Management is the management of cash flows, banking, money market and capital market transactions and the management of the associated risks, in the pursuit of the optimum performance or return consistent with those risks.
2.2	The Treasury Management Annual Report is a requirement of the Police and Crime Commissioner's (PCC's) statutory reporting responsibilities.
2.3	The report meets the requirements of both the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The PCC is required to comply with both Codes through Regulations issued under the Local Government Act 2003.
2.4	The report covers both Treasury Management activity during 2016/17 and the actual Prudential Indicators for 2016/17.
2.5	During 2016/17 the minimum reporting requirements were that the PCC received an annual treasury management strategy in advance of the year, a mid-year update report and an annual report following the year end, describing the actual performance or activity compared to the annual strategy.
<b>3.</b>	<b><u>ISSUES FOR CONSIDERATION</u></b>
<b>3.1</b>	<b><u>Capital Expenditure and Financing</u></b>
3.1.1	<p>During each financial year the PCC incurs expenditure on acquiring and enhancing land, buildings, vehicles and other long term assets. These activities are known as capital expenditure. Such expenditure may either be:</p> <ul style="list-style-type: none"> <li>a) Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on borrowing need; or</li> <li>b) If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.</li> </ul>



3.1.2	<p>Actual capital expenditure forms one of the required Prudential Indicators. The table below shows capital expenditure in the respective years and how this was financed. The 2016/17 Estimate of Capital expenditure is as per the Treasury Management Strategy for 2016/17.</p> <table><tr><td></td><td>2015/16 Actual £m</td><td>2016/17 Estimate £m</td><td>2016/17 Actual £m</td></tr><tr><td>Total Capital Expenditure</td><td>2.492</td><td>4.209</td><td>1.817</td></tr><tr><td>Financed by:</td><td></td><td></td><td></td></tr><tr><td>Capital Receipts</td><td>0.000</td><td>0.000</td><td>0.000</td></tr><tr><td>Capital Grants</td><td>1.181</td><td>0.876</td><td>0.529</td></tr><tr><td>Reserves</td><td>1.311</td><td>3.333</td><td>0.692</td></tr><tr><td>Revenue</td><td>0.000</td><td>0.000</td><td>0.596</td></tr><tr><td>Supported Borrowing</td><td>0.000</td><td>0.000</td><td>0.000</td></tr><tr><td>Increase/(decrease) in Capital Creditors</td><td>0.000</td><td>0.000</td><td>0.000</td></tr><tr><td>Total Financing</td><td>2.492</td><td>4.209</td><td>1.817</td></tr><tr><td>Unfinanced Capital Expenditure</td><td>0.000</td><td>0.000</td><td>0.000</td></tr></table>		2015/16 Actual £m	2016/17 Estimate £m	2016/17 Actual £m	Total Capital Expenditure	2.492	4.209	1.817	Financed by:				Capital Receipts	0.000	0.000	0.000	Capital Grants	1.181	0.876	0.529	Reserves	1.311	3.333	0.692	Revenue	0.000	0.000	0.596	Supported Borrowing	0.000	0.000	0.000	Increase/(decrease) in Capital Creditors	0.000	0.000	0.000	Total Financing	2.492	4.209	1.817	Unfinanced Capital Expenditure	0.000	0.000	0.000
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3.2	<b>Borrowing Requirement</b>																																												
3.2.1	The PCC's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge of the PCC's debt position. It represents 2016/17 and any prior years' capital expenditure which has not yet been financed by revenue or other resources.																																												
3.2.2	Part of the PCC's treasury activity is to address this borrowing need, either through borrowing from external bodies, or utilising temporary internal cash resources.																																												
3.2.3	<p>Under treasury management arrangements, actual debt can be borrowed or repaid at any time within the confines of the annual Treasury Management Strategy. However, the PCC is required to make an annual revenue charge to reduce the CFR. This statutory revenue charge is called the Minimum Revenue Provision (MRP). The total CFR can also be reduced by:</p> <p>a) The application of additional capital resources; or</p> <p>b) Charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).</p>																																												
3.2.4	<p>The PCC's CFR for the year is shown below, and represents a key prudential indicator.</p> <table><tr><td></td><td>2015/16 Actual £m</td><td>2016/17 Estimate £m</td><td>2016/17 Actual £m</td></tr><tr><td>Capital Financing Requirement</td><td>6.200</td><td>6.573</td><td>4.752</td></tr></table>		2015/16 Actual £m	2016/17 Estimate £m	2016/17 Actual £m	Capital Financing Requirement	6.200	6.573	4.752																																				
	2015/16 Actual £m	2016/17 Estimate £m	2016/17 Actual £m																																										
Capital Financing Requirement	6.200	6.573	4.752																																										
3.2.5	During 2016/17, the PCC's Public Works Loan Board (PWLB) and Newport City Council's (NCC) debt was repaid in full, following an assessment of Value for Money and based on grounds of affordability. The exit price for the																																												

	PWLB loans including the penalty charge comprised £4.260m principal, £0.034m accrued interest and a premium of £1.435m, totalling £5.729m. For the NCC loans the amounts were £0.565m principal and interest penalty of £0.084m.																																			
3.2.6	The associated accounting entries of the above repayment of debt necessitated a VRP to be made (funded through revenue) of £1.356m. This was in addition to the statutory MRP of £0.056m. The overall effect of these cash and accounting transactions, coupled with the fact that no new loans were taken up in respect of approved capital expenditure during the year, means that there was £0.0m (zero) loan debt outstanding as at 31 <sup>st</sup> March 2017. Therefore, the Commissioner has no further liability to make future MRPs.																																			
3.2.7	The remaining CFR of £4.752m identified above, equates solely to the finance lease liability within the PFI contract for Ystrad Mynach; this will be reduced to zero through the life of the contract. However, a tender has been drafted for the financial advice to progress the evaluation and conclusion of the PFI provision. An initial evaluation has determined that it is value for money to undertake a voluntary termination of the contract and the financial adviser will manage the process to termination during the 2017/18 financial year.																																			
3.3	<b>Treasury Position</b>																																			
3.3.1	Whilst the PCC's gauge of his underlying need to borrow is the CFR, the Chief Finance Officer for the PCC can manage the actual borrowing position by either:  a) Borrowing to the CFR amount; b) Choosing to utilise some temporary internal cash flow funds in lieu of borrowing (under-borrowing); or c) Borrowing for potential future increases in the CFR (borrowing in advance of need).																																			
3.3.2	The figures in this report are based on the carrying amounts borrowed and invested and therefore reflect those figures discloses in the Statement of Accounts.																																			
3.3.3	The treasury position at the 31 <sup>st</sup> March 2017 compared with previous year comparators was: <table><tr><td></td><td colspan="2">31<sup>st</sup> March 2016</td><td colspan="2">31<sup>st</sup> March 2017</td></tr><tr><td></td><td>Principal £m</td><td>Average Interest Rate %</td><td>Principal £m</td><td>Average Interest Rate %</td></tr><tr><td><u>Actual Borrowing Position</u></td><td></td><td></td><td></td><td></td></tr><tr><td>Fixed Rate Debt</td><td>4.294</td><td>5.8</td><td>0</td><td>5.8</td></tr><tr><td>Variable Rate Debt</td><td>0.646</td><td>6.6</td><td>0</td><td>6.6</td></tr><tr><td>Total Debt</td><td>4.940</td><td>6.0</td><td>0</td><td>6.0</td></tr><tr><td>Underlying Borrowing Requirement (excl. PFI)</td><td>1.412</td><td></td><td>0</td><td></td></tr></table>		31 <sup>st</sup> March 2016		31 <sup>st</sup> March 2017			Principal £m	Average Interest Rate %	Principal £m	Average Interest Rate %	<u>Actual Borrowing Position</u>					Fixed Rate Debt	4.294	5.8	0	5.8	Variable Rate Debt	0.646	6.6	0	6.6	Total Debt	4.940	6.0	0	6.0	Underlying Borrowing Requirement (excl. PFI)	1.412		0	
	31 <sup>st</sup> March 2016		31 <sup>st</sup> March 2017																																	
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Total Debt	4.940	6.0	0	6.0																																
Underlying Borrowing Requirement (excl. PFI)	1.412		0																																	

	(Over) / Under Borrowing	(3.528)		0	
	<u>Actual Investment Position</u>				
	Fixed Interest Investments	37.040	0.35	36.032	0.35
	Variable Interest Investments	9.006	0.44	10.002	0.34
	Total Investments	46.046		46.034	
	Cash & Cash Equivalents	15.141		13.070	
	Net Borrowing	(56.247)		(59.104)	
<b>3.4</b>	<b>Prudential Indicators and Compliance Issues</b>				
3.4.1	Some of the Prudential Indicators provide either an overview or specific limits on treasury activity and these are shown below:				
3.4.2	<u>Gross Borrowing and the CFR</u> In order to ensure that borrowing levels are prudent over the medium term the PCC's borrowing must only be for a capital purpose. Gross borrowing should not therefore, except in the short term, have exceeded the CFR for 2016/17 plus the expected changes to the CFR over 2017/18 and 2018/19 etc. The table below highlights the PCC's gross borrowing position against the CFR.				
		2015/16 Actual £m	2016/17 Estimate £m	2016/17 Actual £m	
	Gross Borrowing (incl. PFI)	9.728	9.498	4.752	
	External Borrowing (excl. PFI)	4.940	4.746	0	
	Capital Financing Requirement (CFR)	6.200	6.573	4.752	
3.4.3	The above table shows that gross debt is exactly the same as the CFR and therefore this prudential indicator has been met and reflects the Commissioner's decision to repay all external borrowing during 2016/17.				
3.4.4	<u>The Authorised Limit</u> The Authorised Limit is the 'Affordable Borrowing Limit' required by Section 3 of the Local Government Act 2003. The PCC does not have the power to borrow above this level.  The table below demonstrates that during 2016/17 the PCC maintained gross borrowing within the Authorised Limit.				
3.4.5	<u>The Operational Boundary</u> The Operational Boundary is the expected borrowing position during the year. Periods where the actual position is either below or over the Operational Boundary are acceptable subject to the Authorised Limit not being breached.				

3.4.6	<p><u>Maximum Gross Borrowing</u> This is the Gross Borrowing at the beginning of the financial year.</p>														
3.4.7	<p><u>Average Gross Borrowing</u> This is the average of the borrowing position at the beginning of the year and the borrowing position at the end of the year.</p> <table border="1"> <thead> <tr> <th></th><th>2016/17 £m</th></tr> </thead> <tbody> <tr> <td>Authorised Borrowing Limit</td><td>12.498</td></tr> <tr> <td>Operational Boundary</td><td>9.498</td></tr> <tr> <td>Actual Maximum Gross Borrowing Position</td><td>9.728</td></tr> <tr> <td>Average Gross Borrowing Position</td><td>7.240</td></tr> <tr> <td>Estimated Financing Costs as a % of Net Revenue Stream</td><td>0.19%</td></tr> <tr> <td>Actual Financing Costs as a % of Net Revenue Stream</td><td>1.33%</td></tr> </tbody> </table>		2016/17 £m	Authorised Borrowing Limit	12.498	Operational Boundary	9.498	Actual Maximum Gross Borrowing Position	9.728	Average Gross Borrowing Position	7.240	Estimated Financing Costs as a % of Net Revenue Stream	0.19%	Actual Financing Costs as a % of Net Revenue Stream	1.33%
	2016/17 £m														
Authorised Borrowing Limit	12.498														
Operational Boundary	9.498														
Actual Maximum Gross Borrowing Position	9.728														
Average Gross Borrowing Position	7.240														
Estimated Financing Costs as a % of Net Revenue Stream	0.19%														
Actual Financing Costs as a % of Net Revenue Stream	1.33%														
3.4.8	<p><u>Actual financing costs as a proportion of Net Revenue Stream</u> This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Net Revenue Stream (NRS). For the calculation, NRS equals the Revenue Budget for the year of £119.539m.</p> <p>Actual Financing costs as a % of NRS increased by 1.14% as a result of the premium and interest penalties incurred as a result of paying off external debt, offset by a reduced MRP (£0.020m) and more investment income received during the year than forecasted (£0.112m).</p>														
<b>3.5</b>	<b>Economic Background and Interest Rates</b>														
3.5.1	<p>The two major landmark events that had a significant influence on financial markets in the 2016/17 financial year were the UK EU referendum on 23<sup>rd</sup> June 2016 and the election of President Trump in the USA on 9<sup>th</sup> November 2016. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4<sup>th</sup> August 2016 meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.</p>														
3.5.2	<p>In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall,</p>														

	<p>compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro. In February 2017, the latest Consumer Price Index (CPI) inflation figure had risen to 2.3%, above the MPC's inflation target of 2%. However, the MPC's view was that it would look through near term supply side driven inflation, (i.e. not raise Bank Rate), caused by sterling's devaluation, despite forecasting that inflation would reach nearly 3% during 2017 and 2018. This outlook, however, is dependent on domestically generated inflation, (i.e. wage inflation), continuing to remain subdued despite the fact that unemployment is at historically very low levels and is on a downward trend. Market expectations for the first increase in Bank Rate moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.</p>																		
3.6	<b>Investment Position</b>																		
3.6.1	Investment Policy – The PCC's investment policy is governed by the Welsh Government, which has been implemented in the annual investment strategy. The investment activity during the year conformed to the approved strategy, and the PCC had no liquidity difficulties.																		
3.6.2	<p>Resources – The PCC's longer term cash balances comprise primarily of revenue and capital resources, although these will be influenced by cash flow considerations. The PCC's core cash resources were comprised as follows, and these represent the total funds available for investment:</p> <table><tr><td></td><td>2015/16 £m</td><td>2016/17 £m</td></tr><tr><td>General Reserves</td><td>9.112</td><td>10.905</td></tr><tr><td>Earmarked Reserves</td><td>38.851</td><td>39.701</td></tr><tr><td>Provisions</td><td>1.088</td><td>1.355</td></tr><tr><td>Useable Capital Receipts</td><td>1.626</td><td>2.204</td></tr><tr><td>Total</td><td>50.677</td><td>54.165</td></tr></table>		2015/16 £m	2016/17 £m	General Reserves	9.112	10.905	Earmarked Reserves	38.851	39.701	Provisions	1.088	1.355	Useable Capital Receipts	1.626	2.204	Total	50.677	54.165
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Total	50.677	54.165																	
3.6.3	Investments Held by the PCC - The PCC concluded the year with a balance of £54.165m of internally managed funds which compares with a budget assumption of £31.185m as per the annual Treasury Management Strategy. The difference between the budget and actual position is explained by slippage of capital programme schemes into 2017/18 and beyond (particularly in relation to the replacement of HQ)) and in year savings against budget which has resulted in surplus funds available for investment purposes.																		
3.6.4	These internally managed funds received an average return of 0.35% compared to a budget assumption of 0.39%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.20%. The budget assumption of 0.39% average, return reflected no decrease in the bank base and a different mix of investments between fixed and variable deposits.																		

<b>3.7</b>	<b>Regulatory Framework, Risk and Performance</b>
3.7.1	<p>The PCC's treasury management activities are regulated by a variety of professional codes, statutes and guidance:</p> <ul style="list-style-type: none"> <li>a) The Local Government Act 2003, which provides the powers to borrow and invest as well as providing controls and limits on this activity;</li> <li>b) The Act permits the Welsh Government to set limits either on the PCC or nationally on all local authorities restricting the amount of borrowing which may be undertaken;</li> <li>c) Statutory Instrument (SI) 33239 (W319) 2003, as amended, develops the controls and powers within the Act;</li> <li>d) The SI requires the PCC to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;</li> <li>e) The SI also requires the PCC to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;</li> <li>f) Under the Act the Welsh Government has issued Investment Guidance to structure and regulate the PCC's investment activities; and</li> <li>g) Under section 238(2) of the Local Government and Public Involvement in Health Act 2007 the Welsh Government has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section.</li> </ul>
3.7.2	<p>The PCC complied with all of the above relevant statutory and regulatory requirements which require the PCC to identify and, where possible, quantify the levels of risk associated with his treasury management activities. In particular his adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that his capital expenditure is prudent, affordable and sustainable, and his treasury practices demonstrate a low risk approach.</p>
<b>4.</b>	<b><u>NEXT STEPS</u></b>
4.1	<p>A Treasury Management update report, reviewing performance for the first six months of 2017/18 will be presented to the Joint Audit Committee in December 2017.</p>
<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
5.1	<p>These are detailed in the report.</p>
<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	<p>There are no staffing/personnel implications arising from this report.</p>
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	<p>There are no legal implications arising from this report.</p>
<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	<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>

8.2	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.
<b>9.</b>	<b><u>RISK</u></b>
9.1	Treasury management can never be risk free. In borrowing, the risk is that the PCC incurs a higher interest charge than was necessary and in lending there is the risk of default on repayment and the risk that a better rate of interest could have been achieved from an alternative borrower with acceptable credit status. Adherence to the CIPFA Code of Practice on Treasury Management is best practice in terms of balancing risk and return.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	This is a public document.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Darren Garwood-Pask, Chief Finance Officer.
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	None.



## **GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2017/18**

### **CONFIRMED DATES**

#### **15th September 2017 – 10am**

- PCC Update
- 101 Update Report
- Performance Administration
- Annual Report
- Year End Financial Report 2016/17
- Budget Setting Timetable
- Medium Term Financial Plan
- Treasury Management - Year End Report
- Consultation Paper on Proposals for National Representation

#### **22nd December 2017 10am**

- PCC Update
- Initial Budget Briefing Report
- Estates Strategy
- Engagement Strategy
- Gwent Police and Crime Panel Recorded Complaints and Conduct Matters Register.
- Gwent Police and Crime Panel Webcasting Meetings Review.

#### **January 2018**

- Treasury Management Strategy
- Treasury Management 6 Month update
- Budget Precept

#### **Date to be Confirmed**

Strategic Equality Strategy update  
OPCC Complaints

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