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**Gwent Police
and Crime Panel**

**Panel Heddlu
a Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans
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Date: 15th January 2016

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **Committee Room 1, Civic Centre, Newport** on **Friday, 22nd January, 2016 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.
Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on the agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers. | |
| 2 | Apologies for Absence. | |
| To approve and sign the following minutes: - | | |
| 3 | Gwent Police and Crime Panel held on 11th December 2015. | 1 - 8 |
| 4 | Proposed Appointment of the Chief of Staff for the Police and Crime Commissioner for Gwent. | 9 - 24 |
| 5 | Verbal update by the Police and Crime Commissioner for Gwent. | 25 - 26 |
| 6 | Police and Crime Budget and Precept Proposal 2016/17 | 27 - 82 |
| 7 | Forward Work Programme. | 83 - 84 |

MEMBERSHIP:

Councillor Mostyn Lewis, Blaenau Gwent
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Mrs Gaynor Denise Oliver, Caerphilly County Borough Council

Councillor Mrs Norma Parrish, Torfaen County Borough Council
Councillor Jessica Powell, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council
Councillor Mrs Frances Taylor, Monmouthshire County Borough Council
Councillor Omar Ali, Newport City Council
Councillor John Guy, Newport City Council
Councillor David Williams, Newport City Council

Co-opted Members- Mr P. Nuttall and Ms J. Smith

By Invitation

Mr D. Garwood-Pask, Office of the Gwent Police and Crime Commissioner
Mr I. Johnston, Gwent Police and Crime Commissioner
Mr P. Harris, Deputy Gwent Police and Crime Commissioner
Mr J. Farrar, Chief Constable
Mrs S. Bosson, Office of the Police and Crime Commissioner for Gwent

And Appropriate Officers.

Gwent Police
and Crime Panel

Panel Heddlu
Gwent a Throseddu

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT CIVIC CENTRE, NEWPORT ON FRIDAY 11TH DECEMBER 2015 AT 10AM

Present:

Councillor J. Guy - Chair

Councillors Mrs C. Forehead, C.P. Mann and G.D. Oliver - Caerphilly County Borough Council
Councillors O. Ali and D. Williams - Newport City Council
Councillor P. Clarke – Monmouthshire County Borough Council
Councillor N. Parrish – Torfaen County Borough Council
Councillors M. Lewis and Mrs L. Winnett - Blaenau Gwent County Borough Council
Mr P Nuttall and Ms J. Smith - Co-opted Members

By invitation:

Mr I. Johnston - Police and Crime Commissioner for Gwent
Mrs S. Bosson - Chief Executive, Office of the Police and Crime Commissioner for Gwent
Mr D. Garwood-Pask - Chief Finance Officer/Deputy Chief Executive, Office of the Police and Crime Commissioner for Gwent

Together with:

Ms A. Price (Interim Deputy Monitoring Officer and Head of Democratic Services),
Mrs C. Forbes-Thompson (Scrutiny Manager) and Ms C. Evans (Committee Services Officer).

1. DECLARATIONS OF INTEREST

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

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

Ms J. Smith wished it be noted that she is an Independent Member of the Aneurin Bevan University Health Board and a Trustee of the South East Wales Regional Equality Council.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J. Powell (Torfaen County Borough Council) and F. Taylor (Monmouthshire County Borough Council).

3. MINUTES – 11TH SEPTEMBER 2015

Resolved that the minutes of the Gwent Police and Crime Panel meeting held on 19th June 2015 (minute no. 1 – 8) be approved as a correct record.

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

The Gwent Police and Crime Commissioner, Mr I. Johnston, provided the Panel with an update on the Police Complaints, which the Home Secretary has proposed that Police and Crime Commissioners take over responsibility for the Police Complaints Process. The Panel noted that, whilst there has been significant representation and feedback from Commissioners across Wales, the Home Secretary aims to continue to implement the new Complaints Handling Process. As a result, a Low Level Complaints Unit is to be established, which will consist of two members of staff and, with the support of the Professional Standards Department, will enable complaints to be dealt with more swiftly. There is a statutory framework within which police complaints work and these issues will continue to be dealt with by the force.

A Panel Member sought information on the learning process from complaints and it was noted that the aim is to enable complaints to be dealt with more quickly and efficiently, however, complaints would be carefully recorded and monitored in order to identify any trends and address concerns where they arise.

The Commissioner highlighted that following a review by the HMIC, Connect Gwent were considered as best practice through the excellent work being conducted to deal with Victim Support, Domestic Abuse and vulnerable people. In addition, Age Cymru have also come on board within Connect Gwent to provide specialist support to older victims. The Panel congratulated the Commissioner on the innovative project and positive report and discussion ensued. A Panel Member sought further information on victim prioritisation, managing increasing referrals and contacting victims. The Commissioner highlighted that a number of the victims have varying levels of support needs, some require feedback, others require making a complaint or having someone to talk to. In order to manage Connect Gwent, a temporary coordinator has been appointed, and as a result, there is clear evidence of improvement in levels of Victim Satisfaction. Finally, a Panel Member, in noting the significant impact and success Connect Gwent has had on victim support services, queried whether a similar project could be implemented to tackle issues with drugs. Officers highlighted that such a structure is currently in place and advised Members to contact the Local Police Commander in order to access the relevant information and support system.

The Panel asked that a letter be sent to staff involved with the Connect Gwent Project to congratulate them on the outcome of the review and thank them for their good work.

The Commissioner asked the Panel to note his congratulations to Sian Curley and Joanne Regan for the hard work to maintain transparency within his office. As a result of their excellent efforts and hard work, the Office of the Police and Crime Commissioner were 1 of the 5 to receive an award for transparency.

The Panel discussed the future of Neighbourhood Watch and OWL and were assured that, whilst procurement work is underway, the service will resume. Feedback from residents across Gwent has been very positive and as a result, it is important to maintain such a fundamental service, however, consideration is being given to other products that provide the same service but at a reduced cost.

The Panel were asked to note that the Chancellor has announced that there would be no cuts made to the Policing Budget, however, further details would be made available next week, and a further update on the Medium Term Financial Plan and Treasury Management would be provided later in the meeting. However, the Panel were asked to note that further consideration is being made into the Spend Review and changes to the Police Funding Formula. It is anticipated that, whilst there is to be no significant cut to Police Budgets, further top slicing will be made to prepare for new threats, such as Terrorism and Cyber Crime. The value of Specific Grants and the Police Innovation Fund may also change and more emphasis will be expected on collaboration.

In light of the individual Force budget announcements next week, the Panel were offered the opportunity to meet with the Chief Finance Officer to discuss the details of the budget and amendments to the Medium Term Financial Plan, prior to the meeting to decide the Precept in January 2016. Officers would make necessary arrangements for the interested Members.

5. GWENT POLICE AND CRIME PANEL RECORDED COMPLAINTS AND CONDUCT MATTERS REGISTER

The report provided Members of the Panel with an overview of the complaints received by the Panel for the period from November 2012 to November 2015.

The Gwent Police and Crime Panel ('the Panel') was established in November 2012 following the first elections for Police and Crime Commissioners. The Panel has statutory responsibilities as to the handling and determination of certain complaints made against the PCC and DPCC. The Panel agreed its procedure for the handling of complaints on 15th February 2013.

Under this procedure the Panel has delegated its functions to the Head of Legal and Governance at Caerphilly County Borough Council (the Panel's Host Authority) who must consult with the Chair and Vice Chair and the two co-opted members of the Panel in determining the type of complaints received and the strategy for managing complaints for local resolution and the Panel's final resolution of complaints. The Chief Executive of the Office of the Police and Crime Commissioner for Gwent is consulted on the strategy for determining whether complaints are considered by the Panel or referred to the Independent Police Complaints Commission (IPCC) or a third party.

As part of the procedure, the Panel also agreed a protocol for managing complaints to ensure that complaints received are dealt with in a timely fashion, correctly identified as being complaints which fall to the Panel for action and other complaints, for example, about the Commissioner's staff or Gwent Police are directed as appropriate. The Panel noted that, from November 2012 to November 2015 that 14 Complaints had been received, of which, 2 were referred to the IPCC, 11 required no further action and 1 required further information. In addition, the Panel noted that no trends had been identified.

The Panel thanked the Officer for the report and, following consideration and discussion, it was moved and seconded that the recommendations in the Officers report be agreed. By a show of hands this was unanimously agreed: -

RESOLVED that: -

- i. The panel note the information provided in relation to Complaints;
- ii. The website content be amended in relation to Complaints, in order to make more accessible.

6. GWENT POLICE AND CRIME PANEL REVIEW OF PANEL PROCEDURES

The report outlined recommendations received from the Committee on the Standards in Public Life as well as recommendations following a review by the Lead Officer for the Panel.

On 27th July 2015, a letter was received from the Committee on the Standards of Public Life, which highlighted a number of recommendations for the Panel to consider.

- Police and Crime Panels should review the Commissioner's Annual Report in public session attended by the Commissioner as part of their annual scrutiny programme and make any recommendations as appropriate.

- Commissioner's should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection.
- Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from Commissioners in order for them to carry out that work.
- Police and Crime Panels inquire and report into the circumstances whenever a Chief Constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

The Panel were pleased to note that the recommendations fully reflect processes that the Panel has already adopted and a detailed response was provided by the Former Lead Officer, to the Committee's draft recommendations in November 2014. As part of this response the Committee was advised that the Panel has held detailed hearings in relation to the termination of a Chief Constables' service; the Panel has agreed a forward work programme and discussed it regularly at meetings since March 2014; the Panel has reviewed the Commissioner's annual report on an annual basis since January 2014 and the Commissioner has a programme of work and priorities which has been considered by the Panel.

Panel Members noted that at the meeting on 19th June 2015 an Improvement Plan, which incorporates the above recommendations and goes further to implement improvements to the Panel's challenge and support roles in its overview of the Commissioners activity, was agreed and the most significant of these was to commence comprehensive defined issue based inquiries into the Panel's work programme, the first of which was conducted at the Panel's meeting on 11th September 2015.

The Panel has also introduced additional improvements, such as engaging more effectively with the public through a Gwent PCP Twitter account and improving Panel Members understanding of the budget setting process through training.

The Panel thanked the Officer for the informative and positive report and discussion ensued around equalities and expenses. A Panel Member highlighted the potential impact of the Equalities Act and the Wellbeing of Future Generations (Wales) Act 2015 and it was agreed that consideration would be given to this in the future.

In addition, discussion around Governance and the term of the Deputy Commissioner ensued. It was suggested that the term of the Deputy Commissioner would end at the same time of the Commissioners, however, in the event that the Commissioner resigned, the role of the Deputy would continue until election. Following discussion, it was agreed that the letter from the Committee on Standards would be shared with the Panel.

Following consideration and discussion, it was moved and seconded that the recommendations in the Officers report be agreed. By a show of hands this was unanimously agreed: -

RESOLVED that: -

- i. The recommendations of the Committee of Standards in Public Life be endorsed and a response be sent to the Committee, including the Officer report, the report on 19th June 2015 and Panel Improvement Plan;
- ii. The Host Authority's Policy of reading out a statement on declarations of interest at every meeting and publishing any standing declarations on the Panel's website be adopted;
- iii. The Panel Members expended be published on the Panel's website;

- iv. A paragraph relating to equalities is to be added to all reports to the Panel.

7. TREASURY MANAGEMENT 2015-16 UPDATE REPORT AND TREASURY MANAGEMENT STRATEGY 2016/17 TO 2018/19

Having consideration for the reports, the Panel agreed that the Treasury Management 2015-16 Update Report and Treasury Management Strategy 2016/17 to 2018/19 would be considered together.

The report informed the Police and Crime Panel of the Treasury Management Activity for the period 1st April 2015 to 31st October 2015.

The report summarised investments on deposit with counterparties as at 31st October 2015 and that the current Police and Crime Commissioners investment portfolio totals 55m. On maturity, these deposits will earn an average rate of return of 0.397%, which will amount to £0.135 of earned interest income, and demonstrates an increase on the same position last year.

The Panel noted that as per the 2015/16 Treasury Management Strategy all investment deposits are with counterparties that have at least on 'F1/P1/A1' short term credit rating. No single deposit exceeds a time limit of 364 days. There are currently three deposits, which on maturity will have been on deposit for 364 days. These are with Warrington CC - £5m (deposits of 2m and 3m) and Thurrock BC - £5m.

The Panel noted that no new borrowing has been taken out during the period 1st April 2015 to 31st October 2015.

The Panel noted that the Commissioner continues to monitor the opportunities for the early repayment of debt. The most recent advice (obtained in November 2015) from the Commissioner's Treasury Management advisors (Capita Treasury Solutions) is that there are marginal annual savings in interest charges payable versus early repayment premiums that could be achieved over the lifetime of each current loan.

However, these savings could be bettered in the future if the Commissioner delays any repayment on the grounds of expecting the Bank of England base rate rises, then the early repayment premiums charged by lenders decrease as lenders are able to loan the returned cash to new borrowers at higher interest rates.

Repayment of any of the Commissioner's loan debt has therefore been deferred but will continue to be reviewed each month.

Members were advised that the Commissioner has an earmarked reserve of £1.187m for the repayment of debt. The CFO to the Commissioner has agreed that the 'technical accounting entry' to commit this reserve should now take place.

The Panel thanked the Officer for the detailed report and discussion ensued. It was noted that a more proactive approach is being adopted with loans, with a more open approach to the use of reserves in order to reduce debt.

A Member, in noting the Liquid short term deposits, raised concerns around the reserves available in the event of a serious incident. Officers highlighted that the liquidity short term deposits, which total £2m, are resources which are available at a weeks notice. In the event of a serious incident, sufficient resources are in place, and the cash impact would not be evident immediately.

The Panel discussed the high credit quality counterparties in use by the Commissioner and it was noted that investments are only made in those Banks or Building Societies with a long term rating of AAA. The Panel discussed the current tender process for the Commissioners banker, which was won by Lloyds Bank in 2015/16.

8. MEDIUM TERM FINANCIAL PLAN 2016/17 TO 2020/21

The report, which provided the Panel with an overview of financial projections for the financial years 2016/17 to 2020/21, identified a recurring deficit of £15.455m by 2020/21. As part of an on-going Staying Ahead Programme, the financial projections include estimated recurring efficiency schemes amounting to £13.222m.

The 2016/17 budget setting round is planned to be the first year of the 2015 CSR. The preceding 2010 and 2013 CSR periods (2011/12 to 2014/15 and 2014/15 to 2015/16) required the delivery of significant financial efficiencies and budget reductions. It is anticipated that this will continue to be a requirement under CSR 2015. The Staying Ahead Programme was initiated to address these targets and to the end of 2014/15, has delivered cumulative recurring savings of £31.692m.

The budget setting round was also intended to be the first year of a fundamental revision to the Police Funding Formula. However, following consultation during the summer months, the Home Office discovered a flaw in the calculation of the new formula and decided to defer its introduction until 2017/18.

The Medium Term Financial Plan Projections (MTFPs) reflect an estimated impact of CSR 2015, but do not reflect the recent announcement of the 2015 Spending Review. It currently indicates that a balanced budget can be achieved for 2016/17 after the application of £6.153m of potential Staying Ahead efficiency schemes and the use of £0.920m of non-recurring reserves.

The MTFP report will be presented to the Joint Audit Committee on the 3rd December 2015. Members will then consider and comment on the budget setting process as per the terms of reference of the Committee.

Members noted that further details on the budget and accurate figures would be provided to the Panel at the meeting in January, following the receipt of the provisional Police Budget settlement.

The Panel thanked the Officer for the detailed report and appendices and noted that a consultation event has been organised across Gwent, which is taking place on 11th January 2016, in order to consult with Members of the Public on the precept.

The Panel considered the extensive financial information provided within the appendices to the report and raised queries in relation to the budget commitments. A Panel Member sought further information on the top slicing, and it was noted that sufficient funds would be required to provide for counter terrorism, cyber crime and child exploitation. In addition, it was noted that there is a project across the Forces to replace the current Airway system, which would be supported through 3/4G. Members raised concerns about the significant coverage issues within parts of Wales. It was however noted that this has been considered and reassurance has been given that more masts would be provided to combat the problem and a dual system would be run, until there is satisfaction that the alternative communication methods can effectively stand alone.

The Panel were asked to note that further risks have been identified within the Medium Term Financial Plan with particular reference to the Funding Formula Review. It was noted that following a consultation process, in which Commissioners were very vocal, it was noted that the formula was flawed and as a result, its introduction has been postponed.

Having fully considered the detailed information provided, the Panel noted that further updates would be provided at the next meeting in which the Precept would be considered and the Medium Term Financial Plan would be revised to consider the implications to individual Force Budgets. Due to the expected changes in the Provisional Settlement against the current MTFP, the CFP offered further briefings to Panel Members prior to their consideration of the final budget and precept report on the 22nd January 2016.

9. VENUE FOR FUTURE MEETINGS

The Panel discussed future meetings and it was agreed that, as there are 5 meetings scheduled to take place in 2016, each Authority can be given the opportunity to host.

10. FORWARD WORK PROGRAMME

The Panel considered the upcoming reports and dates and noted the Forward Work Programme.

The Panel thanked the Officers for the reports, wished everyone a Merry Christmas and Happy New Year and the meeting closed 12.17pm.

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OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT

TITLE: Proposed appointment of the Chief of Staff for the Police and Crime Commissioner for Gwent

DATE: 22nd January 2016

TIMING: Within three weeks of receiving notice of a proposed appointment of a Chief of Staff, the Police and Crime Panel are required to hold a confirmation hearing and respond with a recommendation on the suitability of the proposed candidate.

PURPOSE: For Decision

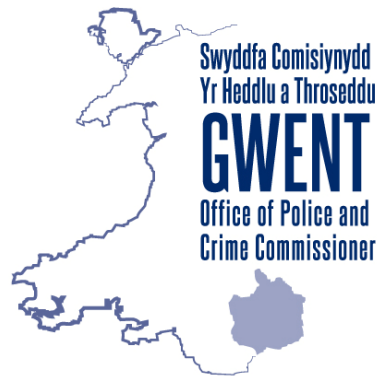
1.	<p><u>RECOMMENDATION</u></p> <p>In accordance with the Police Reform and Social Responsibility Act 2011 (the 'Act') the Police and Crime Panel (the 'Panel') are invited to:</p> <ul style="list-style-type: none">a. Review the proposed appointment of Mrs Sian Curley as Chief of Staff for the Police and Crime Commissioner for Gwent (the 'Commissioner').b. Make a recommendation to the Commissioner as to whether or not the candidate should be appointed.
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The previous Chief Executive of the Office of the Police and Crime Commissioner (OPCC) retired on the 31st December 2015. Mrs Sian Curley was appointed as Acting Chief of Staff as of 1st January 2016.</p> <p>Schedule 1, paragraph 6(1) (a) of the Act states that the Police and Crime Commissioner for a police area must appoint a person to be head of the Commissioner's staff. The Act refers to this person as a Chief Executive, although the title has been amended to that of Chief of Staff within the OPCC structure. The job description still contains the statutory duties undertaken by the previous Chief Executive but has been amended as outlined in the amended role profile at Appendix A.</p> <p>Under Schedule 1, paragraph 9, of the Act, the Commissioner must notify the Panel of his proposed appointment to the post of Chief of Staff.</p> <p>The Commissioner must also notify the Panel of the following information:</p> <ul style="list-style-type: none">a) The name of the person he is proposing to appoint;b) The criteria used to assess the suitability of the candidate for the appointment;c) Why the candidate satisfies those criteria; andd) The terms and conditions on which the candidate is to be appointed.

	<p>Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the Commissioner on the proposed appointment, including a recommendation as to whether or not the candidate should be appointed, within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment.</p> <p>The Commissioner must notify the Panel of the decision whether to accept or reject the recommendation of the Panel.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>3.1 Name of the Proposed Candidate</p> <p>The name of the person the Commissioner is proposing to appoint to the post of Chief of Staff within his structure is Mrs Sian Curley.</p> <p>3.2 Job Purpose</p> <p>The Chief of Staff will work with the Commissioner to deliver his vision, strategy and identified priorities and will also ensure the OPCC is led and managed effectively, thereby providing a professional and timely service to the Commissioner, Deputy Commissioner and Chief Finance Officer. The Chief of Staff's role is one that provides support and advice to the Commissioner on his legal duties and responsibilities and will therefore undertake the legal functions of Head of Paid Service and Monitoring Officer as per sections 4 and 5 (1) of the Local Government and Housing Act 1989.</p> <p>3.3 The following criteria were used to assess the suitability of the candidate for the appointment</p> <p>Essential</p> <ul style="list-style-type: none"> • Must be educated to a Degree level or possess significant experience in this field of work; • Must be able to draft reports and deliver presentations for outside agencies as well as to senior managers and leaders within the organisation; • Must be IT Literate and use a range of IT packages; • Must have the ability to work on their own initiative, in a quick changing environment; • Must be highly organised with an interest in politics and police reform; • Must have excellent knowledge of policing governance and processes; • Must be reliable, persistent and willing to challenge orthodoxy; • Must have initiative, energy and enthusiasm for public service delivery;

	<ul style="list-style-type: none"> • Must have experience of building, leading and motivating teams; and • Must have experience in budget matters. <p>Desirable</p> <ul style="list-style-type: none"> • Should have the ability to speak Welsh. <p>3.4 The Commissioner is satisfied that following a full recruitment process, Mrs Sian Curley has suitable experience, knowledge and ability to undertake this role.</p> <p>The appointment was advertised internally to the OPCC and Gwent Police and received 1 completed application. One candidate was interviewed.</p> <p>3.5 Terms and Conditions of Appointment</p> <p>The Chief of Staff will be a member of staff of the OPCC. A copy of the Terms and Conditions for the role is attached at appendix B.</p> <p>The appointment is full time and is politically restricted.</p>
4.	<p><u>NEXT STEPS</u></p> <p>The Panel are required to hold a confirmation hearing to consider the proposed appointment of the Chief of Staff. The Panel will advise the Commissioner of its recommendation and publish its decision following the meeting.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>The salary for the role ranges from £60,000 to £65,000 per annum. This range was determined following a job evaluation exercise undertaken internally by the People Services Department of Gwent Police, coupled with an external benchmarking exercise against Chiefs of Staff roles within other Police and Crime Commissioner's offices. The previous Chief Executive role held a salary of £93,678.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The Chief of Staff will be a member of staff of the OPCC.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The power and process by which the Police and Crime Commissioner must appoint a Chief of Staff for his police area is provided by Schedule 1, paragraph 6 of the Act.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>In carrying out her functions, the Chief of Staff will need to have due regard to the provisions of the Equality Act 2010 and, in particular, to the general equality duty, the broad purpose of which is to integrate consideration of equality and good relations into day to day business and for consideration to be given to how public bodies can positively contribute to the advancement of</p>

	equality and good community relations.
9.	<u>PUBLIC INTEREST</u> This document will be made available to the public.
10.	<u>CONTACT OFFICER</u> Darren Garwood-Pask, Chief Finance Officer.
11.	<u>ANNEXES</u> Annex A – Role Profile. Annex B – Terms and Conditions.

Chief of Staff to the Police & Crime Commissioner for Gwent



Grade: to be confirmed (*Salary circa £60 - £65k*)

Reporting to : The Police and Crime Commissioner

Job Summary

- As directed by the Police and Crime Commissioner (Commissioner) the Chief of Staff will be responsible for the day to day management of the Office of Police and Crime Commissioner (OPCC) and its staff. He or she will also provide an essential link between the OPCC and Gwent Police including the Chief Constable, as well as partner organisations
- As directed by the Commissioner, the Chief of Staff will manage the Office of the Police and Crime Commissioner (OPCC). A key responsibility will be ensuring the OPCC provides a professional and timely service to the Commissioner, Chief Finance Officer, members of the public and stakeholders across a range of activities including senior and elected member engagement, case and complaint handling and public and stakeholder consultations
- The post holder will need to be comfortable working within a complex statutory and governance environment and able to work in partnership with a wide and diverse range of agencies and professionals. In addition, he / she will be expected to provide dynamic leadership and effective, high quality guidance, advice and support to the Commissioner to ensure they meet their statutory duties, strategic objectives and the needs of the public
- The role is also critical in developing policy options for consideration by the Commissioner in pursuit of the statutory functions of his office and to provide high-level advice on responding to national, regional and local developments in the media and elsewhere

- The role will also include the responsibilities of Monitoring Officer and Head of Paid Service

Key Working Relationships

- The Police and Crime Commissioner, Deputy Police and Crime Commissioner and Chief Finance Officer;
- All staff employed by the Police and Crime Commissioner;
- Gwent Police, in particular the Chief Constable and senior officers;
- The Police and Crime Panel;
- Joint Police and Crime Commissioner and Chief Constable Audit Committee;
- The wider police network;
- The Home Office, Welsh Government, Her Majesty's Inspector of Constabulary, Independent Police Complaints Commission, Association of Police and Crime Commissioners and other strategic partners at regional and national level.

Key Strategic and Management Responsibilities

The Chief of Staff plays a key role in advising and supporting the PCC and will:

- Provide leadership and oversee the financial planning, budgetary, resourcing and asset management requirements of the PCC's office.
- Be a member of the PCC's Senior Management Team, working closely with the Chief Finance Officer to implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
- Support the PCC by being actively involved in, and able to bring influence to bear on, all strategic business decisions of the PCC, ensuring that implications, opportunities and risks are fully considered and aligned with the PCC's Police and Crime Plan;
- Be responsible for the efficient and effective implementation and delivery of the Police and Crime Plan;
- Support the PCC in his/her duties in connection with Equalities, Health & Safety, Freedom of Information and Data Protection legislation and maintain oversight of the Chief Constable's arrangements for those matters;

- Support the PCC in ensuring that effective governance arrangements are in place to scrutinise Force performance, and support continuous improvement in the OPCC and in the Force;
- Ensure publication, review and monitoring of the Police and Crime Plan and Annual Report and other external reporting requirements of the PCC relating to the Elected local policing bodies (Specified information) order 2011, 2012 and 2013;
- Support the PCC in ensuring that the OPCC contributes to the national consideration of issues concerning policing and reducing crime;
- Represent the PCC at national and regional events, meetings, networks;
- Oversee and ensure the effectiveness of the OPCC's partnership arrangements
- Oversee and ensure the effectiveness of the OPCC's engagement with the public
- Be jointly responsible with the Chief Finance Officer for supporting the Joint Police and Crime Commissioner and Chief Constable Audit Committee and oversee the internal and external audit function;
- Provide resilience to the Chief Finance Officer in matters concerning contracts and commissioning;
- Oversee and ensure the effective and efficient management of the Public Complaints handling service and the handling of complaints made to the PCC; and
- Undertake any other reasonable duties as required by the PCC.

Statutory Responsibilities

As the PCC's designated Monitoring Officer, appointed under section 5(1) of the Local Government and Housing Act 1989 the Chief of Staff is responsible for:

- ensuring the legality of the actions of the PCC and his officers;
- ensuring that procedures for recording and reporting key decisions are operating effectively;
- advising the PCC and officers about who has authority to take a particular decision;

- advising the PCC about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework;
- advising the PCC on matters relating to standards of conduct; and
- supporting the PCC in discharging his statutory responsibilities.

To carry out the statutory duties and responsibilities of the Head of the Paid Service under section 4 of the Local Government and Housing Act 1989.

Attainments:

1. Must be educated to a Degree level or possess significant experience in this field of work. **(E)**
2. Must be able to draft reports and deliver presentation for outside agencies as well as to senior managers and leaders within the organisation. **(E)**
3. Must be IT Literate and use a range of IT packages. **(E)**
4. Must have the ability to work on their own initiative, in a quick changing environment. **(E)**
5. Must be highly organised with an interest in politics and police reform. **(E)**
6. Must have excellent knowledge of policing governance and processes. **(E)**
7. Must be reliable, persistent and willing to challenge orthodoxy. **(E)**
8. Must have initiative, energy and enthusiasm for public service delivery. **(E)**
9. Must have experience of building, leading and motivating teams. **(E)**
10. Must have experience in budget matters. **(E)**
11. Should have the ability to speak Welsh. **(D)**

Key: (E) = Essential (D) = Desirable

SPECIAL CONDITIONS/POINTS TO NOTE

The purpose of this job description is to indicate the general level of the duties and responsibility of the role, the duties may from time to time vary without changing the general character of the role or the levels of responsibilities. Whilst the role is normally based at the aforementioned location, you may be required to work at other establishments as may be

reasonably required. Police Staff Conditions of Service will be adhered to in such instances. Appointment to this post is subject to a confirmation hearing by the Police and Crime Panel.

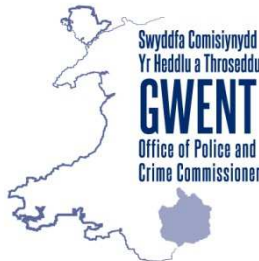
This is a politically restricted post. In summary, the restrictions imposed on postholders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly of Wales, of the European Parliament or of the House of Commons, or Police and Crime Commissioner;
- Announcing or allowing others to announce, ones candidature for one of the aforementioned offices;
- Holding office in a political party;
- Canvassing at elections; and
- Speaking or writing publicly on matters of party political controversy

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Employment with the Office of the Police and Crime Commissioner for Gwent (OPCC)

Terms and Conditions of Appointment



Contract of employment

This document is your contract of employment and contains a statement of the applicable terms of your employment with the Police and Crime Commissioner for Gwent (**Commissioner**) of Police Headquarters, Croesyceiliog, Cwmbran, NP44 2 XJ as required by section 1 of the Employment Rights Act 1996.

1. EMPLOYEE DETAILS

- 1.1 Name of Employee: Siân Curley
- 1.2 Address of Employee:

2. COMMENCEMENT OF EMPLOYMENT

Your employment with the Commissioner commences in the post of Chief of Staff commences on 25th January 2016, your continuous employment started 11 September 2006.

3. JOB TITLE

- 3.1 You are employed as the Chief of Staff and report to the Police and Crime Commissioner. Your duties are set out in the attached job description.
- 3.2 You may be required to undertake other duties from time to time as the Commissioner may reasonably require.
- 3.3 You warrant that you are entitled to work in the UK without any additional approvals and will notify the Commissioner immediately if you cease to be so entitled at any time during your employment with the Commissioner.

- 3.4 You shall not work for anyone else while you are employed by the Commissioner unless your Business Interest has been agreed by the Commissioner.

4. PLACE OF WORK

- 4.1 Your normal place of work is Gwent Police Headquarters or such other place within the area for which the Commissioner may have responsibility and which may reasonably be required for the performance of your duties.
- 4.2 You will not be required to work outside the UK for any continuous period of more than one month during the term of your employment.

5. SALARY

- 5.1 Your salary range applicable to this role is £60,000 to £65,000 per year which shall accrue from day to day and be payable monthly in arrears on or about the last working day of each month directly into your bank or building society account. You will start at the bottom of the grade, £60,000.
- 5.2 The Commissioner shall be entitled to deduct from your salary or other payments due to you any money which you may owe to the Commissioner at any time.

6. HOURS OF WORK AND RULES

- 6.1 Your working week is 37 hours. Your normal working hours are 9am to 5pm on Mondays to Thursdays and 9am to 4pm on Fridays however, you are eligible to participate in the scheme of flexible working hours. You should take a minimum of 30 minutes lunch break per day.
- 6.2 You are required at all times to comply with the Commissioner's rules, policies and procedures which are available from the OPCC.

7. HOLIDAYS

- 7.1 You are entitled to 30 days' paid holiday during each holiday year. In addition you are entitled to take the usual public holidays in England and Wales. The holiday year runs between 1 April and 31 March. If your employment starts or finishes part way through the holiday year, your holiday entitlement during that year shall be calculated on a pro-rata basis rounded up to the nearest half day.
- 7.2 You cannot carry forward untaken holiday from one holiday year to the following holiday year unless you have been prevented from taking it in the relevant holiday year by one of the following: a period of sickness absence or

statutory maternity leave, paternity, adoption, parental or shared parental leave. In exceptional cases the Commissioner may allow you to carry over up to 5 days from one holiday year to the next which must be taken before the end of May of the subsequent holiday year. In cases of sickness absence, carry-over is limited to 4 weeks' holiday per year less any leave taken during the holiday year that has just ended. Any such carried over holiday which is not taken within fifteen months of the end of the relevant holiday year will be lost.

- 7.3 The Commissioner shall not pay you in lieu of untaken holiday except on termination of employment. The amount of such payment in lieu shall be 1/260th of your full-time equivalent salary for each untaken day of your entitlement under clause 0 for the holiday year in which termination takes place and any untaken days permitted to be carried forward from the preceding holiday year.
- 7.4 If you have taken more holiday than your accrued entitlement at the date your employment terminates, the Commissioner shall be entitled to deduct from any payments due to you one day's pay calculated at 1/260th of your full-time equivalent salary for each excess day.

8. INCAPACITY

- 8.1 If you are absent from work due to incapacity, you must notify the Commissioner of the reason for your absence as soon as possible but no later than 10 am on the first day of absence.
- 8.2 You shall certify your absence in accordance with the Commissioner's attendance management policy.
- 8.3 Subject to your compliance with this agreement, you shall be entitled to receive contractual sick pay. Contractual sick pay is inclusive of any SSP that may be due for the same period, and is paid on the following basis:

During first year of service	1 months full pay and (after completing 4 months service) 2 months half pay
During second year of service	2 months full pay 2 months half pay
During third year of service	4 months full pay 4 months half pay
During fourth and fifth years of service	5 months full pay 5 months half pay

After five years' service

6 months full pay 6 months
half pay

- 8.4 You agree to consent to a medical examination (at the Commissioner's expense) by a doctor nominated by the Commissioner should the Commissioner so require. You agree that any report produced in connection with any such examination may be disclosed to the Commissioner and the Commissioner may discuss the contents of the report with the relevant doctor.
- 8.5 If a period of absence due to incapacity is or appears to be occasioned by actionable negligence, nuisance or breach of any statutory duty on the part of a third party in respect of which damages are or may be recoverable, you shall immediately notify the Commissioner of that fact and of any claim, settlement or judgment made or awarded in connection with it and all relevant particulars that the Commissioner may reasonably require. You shall, if required by the Commissioner, co-operate in any related legal proceedings and refund to the Commissioner that part of any damages or compensation recovered by you relating to the loss of earnings for the period of absence as the Commissioner may reasonably determine less any costs borne by you in connection with the recovery of such damages or compensation, provided that the amount to be refunded shall not exceed the total amount paid to you by the Commissioner in respect of the period of absence.

9. TERMINATION AND NOTICE PERIOD

- 9.1 The written notice required from you or the Commissioner to terminate your employment shall be 12 weeks.
- 9.2 The Commissioner may at its discretion terminate your employment without notice and make a payment of basic salary in lieu of notice.
- 9.3 The Commissioner shall be entitled to dismiss you at any time without notice or payment in lieu of notice if you commit a serious breach of your obligations as an employee, or if you cease to be entitled to work in the United Kingdom.

10. DISCIPLINARY AND GRIEVANCE PROCEDURES

- 10.1 Your attention is drawn to the disciplinary and grievance procedures applicable to your employment, which are available from the Office of the Police and Crime Commissioner. These procedures do not form part of your contract of employment.
- 10.2 If you wish to appeal against a disciplinary decision you may apply in writing to the Commissioner in accordance with the Commissioner's disciplinary procedure.

10.3 The Commissioner reserves the right to suspend you with pay for as long is necessary and proportionate for the purposes of investigating any allegation of misconduct or neglect against you.

10.4 If you wish to raise a grievance you may apply in writing to your line manager in accordance with the Commissioner's grievance procedure.

11. PENSIONS

11.1 Unless you choose to opt out you will automatically become a member of the Local Government Pension Scheme. Full details of the Scheme are available from the Chief Finance Officer.

11.2 A contracting-out certificate is not in force in respect of your employment.

12. COLLECTIVE AGREEMENT

12.1 Your employment is governed by the collective agreement between the Commissioner and UNISON, which is incorporated into your contract and may be amended from time to time.

13. CHANGES TO YOUR TERMS OF EMPLOYMENT

13.1 The Commissioner reserves the right to make reasonable changes to any of your terms of employment. You will be notified in writing of any change as soon as possible and in any event within one month of the change.

14. CONFIDENTIAL INFORMATION

14.1 You shall not use or disclose to any person either during or at any time after your employment with the Commissioner any confidential information about the business or affairs of the Commissioner, or about any other matters which may come to your knowledge in the course of your employment. For the purposes of this clause 14, **confidential information** means any information or matter which is not in the public domain (except as a result of your breach of this agreement) and which relates to the affairs of the Commissioner..

14.2 The restriction in clause 0 does not apply to:

- (a) prevent you from making a protected disclosure within the meaning of section 43A of the Employment Rights Act 1996; or
- (b) use or disclosure that has been authorised by the Commissioner, is required by law or by your employment.

15. COMMISSIONER PROPERTY

- 15.1 All documents, manuals, hardware and software provided for your use by the Commissioner, and any data or documents (including copies) produced, maintained or stored on the Company's computer systems or other electronic equipment (including mobile phones), remain the property of the Commissioner.
- 15.2 Any Commissioner property in your possession and any original or copy documents obtained by you in the course of your employment shall be returned to the OPCC at any time on request and in any event prior to the termination of your employment with the Commissioner.

16. VETTING PROCEDURE

- 16.1 The Commissioner applies a vetting procedure to its staff. You are required to notify the Commissioner of any changes in your personal circumstance which could affect the vetting status which you have been granted.

17. THIRD PARTY RIGHTS

No one other than you and the Commissioner shall have any right to enforce any terms of this agreement.

Please indicate your acceptance of these terms by signing and returning to the Police and Crime Commissioner a copy of this contract.

Employee

Signed..... Date

Police and Crime Commissioner

Signed..... Date

PCC Verbal Update

1. Have Your Say - online consultation organised to help inform my decision around setting police budget and Precept (ran from 12th to 19th).
2. Recruiting officers – awareness sessions have been held in BAME communities to encourage applications – deadline for applications on January 25th.
3. Force praised by HMIC on December 15th for improving the way it protects those who are vulnerable from harm and is effective in supporting victims of crime. Yet another good report from HMIC. Would like to thank everyone for their hard work. Remarkable turnaround when you consider where we were and the criticism we took a few years ago.
4. Another fantastic report around Force Legitimacy to be expected from HMIC in early February. More news of that at next panel meeting and a press release will be issued.
5. A new concordat which aims to ensure that vulnerable people experiencing a mental health crisis receive appropriate care has been launched in Gwent. Aims to help reduce the number of people detained inappropriately in police cells and drive out the variation in standards across Wales. Worked with key partners on a local and national level on this over the last two years.
6. Pleased to see rollout of brand new technology which will see police officers in Gwent replacing traditional pocket notebooks with state-of-the-art mobile devices. I supported the bid and secured nearly £1.5 million from the Home Office's Police Innovation Fund over two years to develop the project which aims to reduce demand.
7. Announced appointment of new independent custody visitors last week and said goodbye to Ivy Forkin who retired at the age of 81 after more than 20 years volunteering her services. I'm sure you would like to join me in welcoming the 8 new visitors and thanking Ivy for her years of service I looking after the welfare of people detained in custody.
8. Abergavenny Police Station and Court Buildings being sold together as you might have seen in the press. Exciting development opportunity for the town. However, looking at a range of other options to maintain police presence and want to make it clear that we won't be reducing service or leaving the town.
9. Safer Gwent continues to go from strength to strength with TORs, Chair and Vice Chair and work programme in place. Involved in PCC Community Safety funding allocation process this year. Safer Gwent workshop around joint capability to deal with ASB effectively held at Llanhilleth recently. Safer Gwent will be taking this forward.
10. Continuation of funding, via Strategic Commissioning Board, to Community Safety Coordinators Posts, ASB Coordination Posts, Independent Domestic Violence Advisor (IDVA) programme, all of which would not proceed if PCC funds were not provided.
11. Links into ASDA programme in support of Positive Futures role out programme. (Police Innovation Bid to expand programme)

12. On-going consultation with BME and emerging communities across Gwent (not Newport specific) with Race Council Cymru around confidence with policing and policing methods in the UK.
13. Firm links made with the 3rd sector via the PCC funded Liaison Officer post. Mapping of 3rd providers across Gwent linked to Police and Crime Plan Priorities complete and progress on 3rd sector 'consortia' is progressing well with links to Local Authorities etc. across Gwent.

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police & Crime Budget and Precept Proposal 2016/17

DATE: 22nd January 2016

TIMING: Routine

PURPOSE: For Decision

1. RECOMMENDATION

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

- (i) A budget requirement for 2016/17 of £119,539,273;
- (ii) The planned efficiency savings in 2016/17 of £4.350m, as detailed in Appendices 4a, 4b, 4c, 5a and 5b of the Annexe to this submission;
- (iii) The further proposed utilisation of the reserves (Appendix 7)
- (iv) The initial Capital Programme as described in Appendix 8; and
- (v) The 2016/17 proposed precept to be levied in respect of general expenses of £47,038,520 (equivalent to a Council Tax Band D of £220.06) and that this sum be apportioned to each City/County/County Borough Council according to the following table:

Unitary Authorities	£	Tax Base Band D Equivalent
Blaenau Gwent	4,408,759	20,034.35
Caerphilly	13,110,105	59,575.14
Monmouthshire	9,925,153	45,102.03
Newport	12,355,409	56,145.64
Torfaen	<u>7,239,094</u>	<u>32,896.00</u>
Total	47,038,520	213,753.16

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

Council Tax Band	£
A	146.71
B	171.16
C	195.61
D	220.06
E	268.96
F	317.86
G	366.77
H	440.12
I	513.47

2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The Commissioner is required to determine the budget for 2016/17 and then set the council tax precept following consultation with the Police and Crime Panel. The greater part of the budget will be allocated for operational purposes, but an element needs to be retained to cover the cost of the Office of the Police and Crime Commissioner and commissioning of services from organisations other than the Chief Constable.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>In determining the budget requirement for 2016/17, the Commissioner has had regard to the Police and Crime Plan; the Strategic Policing Requirement; the Chief Constable's view of the financial resources required to deliver the operational requirements of the Plan; the level of resources to be allocated for commissioning other than from the Chief Constable; and the cost of running the Office of the Police and Crime Commissioner.</p>
4.	<p><u>NEXT STEPS</u></p> <p>The Police and Crime Panel are required to review the proposed precept and make a report to the Commissioner on the proposed precept (whether it vetoes the precept or not) by the 8th February 2016.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>This is a major financial report with clear financial implications. These are fully articulated within the Annexe and Appendices.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></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 core 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>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>Setting the budget requirement and precept are statutory responsibilities of the Commissioner.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p> <p>In preparing this report, consideration has been given to the requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.</p>

9.	<u>RISK</u> A timely decision on the precept will minimise the risk of failing to achieve the statutory deadline.
10.	<u>PUBLIC INTEREST</u> This report will be placed on the website of both the Commissioner and the Police and Crime Panel.
11.	<u>CONTACT OFFICER</u> Darren Garwood-Pask, Chief Finance Officer to the Police and Crime Commissioner for Gwent.
12.	<u>ANNEXES</u> The Annexe to this report and its appendices provide full details in support of the proposal.

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POLICE & CRIME COMMISSIONER FOR GWENT**REVENUE BUDGET AND CAPITAL PROGRAMME 2016/17****COMMISSIONER'S INTRODUCTION**

As the Police and Crime Commissioner (Commissioner) for Gwent I am required to set a five year Police and Crime Plan and the Annual Budget requirement including the police precept element of the council tax. My Police and Crime Plan is reviewed annually in line with the joint Office of the Police and Crime Commissioner and Force Strategic, Financial and Planning process. Amendments to the current plan will be available in May 2016 (to coincide with the Police and Crime Commissioner elections) and have already been considered as part of the budget proposal.

My vision is to prevent and reduce crime and antisocial behaviour, support victims and make Gwent a safer place. I have five strategic priorities on which the Police and Crime plan is based:

- To deliver the best quality of service available;
- To prevent and reduce crime;
- To take more effective action to tackle antisocial behaviour;
- To protect people from serious harm; and
- To make the best use of resources and provide value for money.

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

BACKGROUND

1. The Commissioner is required to determine the Police and Crime Budget for 2016/17 and set the council tax precept, prior to 1st March 2016, after taking into account the views of the Police and Crime Panel in relation to the level of precept.
2. The Commissioner must also make arrangements, before the first precept for a financial year is issued, to obtain the views of:
 - a) the people in that police area; and
 - b) the relevant ratepayers' representatives,

on the proposals of the Commissioner for expenditure (including capital expenditure) in that financial year.

3. In setting the budget, due regard has to be taken of the Prudential Code which requires at least three year projections of expenditure, both in revenue and capital terms, in order to identify funding requirements and assess the affordability and sustainability of planned expenditure. Whilst developing

proposals for providing a balanced revenue budget and affordable capital programme in 2016/17, the report will include the longer term financial issues facing the police service in Gwent and the wider portfolio of the Commissioner's responsibilities.

4. The bulk of the resources available to the Commissioner will be needed to cover operational policing. Robust processes have been developed over many years within the Force, to quantify the budgetary resources required to provide the people of Gwent with an effective, efficient and sustainable police service. The budgetary process commences early in the financial year, providing detailed Medium Term Financial Projections (MTFPs) and identifying new burdens and pressures. These projections are constantly under review and the latest updates are attached as appendices to this report. These projections, particularly the unavoidable in-service pressures and developments, have been fully scrutinised by the Office of the Police and Crime Commissioner (OPCC).
5. The Government's Comprehensive Spending Review (CSR) 2007 announced significant real-term cuts in grant funding for the police service between 2008/09 to 2010/11. Up until then, Gwent Police had a good record of delivering efficiency savings, but the Chief Constable at the time and the Police Authority realised that the scale of cuts being imposed needed to be addressed by a radical comprehensive review of all aspects of policing in Gwent. The new initiative, called 'Staying Ahead', introduced changes in policing in Gwent which produced the savings whilst also improving service delivery. However, the CSR 2010 (covering 2011/12 to 2014/15) announced even greater cuts in grant over the period to 31st March 2015, prompting the continuation of Staying Ahead reviews. CSR 2013 (covering the 2015/16 financial year) continued the theme of significantly reducing funding into policing and crime, and CSR 2015, announced on the 25th November 2015 in the Chancellor's Autumn Statement, continues with real-term cuts in budgets between 2016/17 and 2019/20. Both CSR 2013 and CSR 2015 have therefore necessitated the continuation of the Staying Ahead Programme (into phase 8) which again, will be addressed by a radical comprehensive review of all aspects of policing in Gwent and a major restructuring. Against this backdrop of funding reductions however, the Commissioner and Force have met their previous efficiency targets year on year, delivering £37.719m of cashable efficiency savings between 2008/09 and 2015/16.
6. Whilst early indications of the CSR 2015 suggested that significant reductions should be expected for police funding, in his Autumn Statement, the Chancellor stated that "now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job". In essence however, overall national funding for policing, including funding for Counter Terrorism, has been cut by 1.3% in real terms over the four years, with this cut based on the assumption that local council tax precepts are increased by at least 2% and that the council tax base nationally increases by 0.5%.
7. The Chancellor was able to lessen the cuts falling on policing in the CSR 2015 as a result of a £27bn 'windfall' arising from a revised forecast by the Government's fiscal 'watchdog', the Office for Budget Responsibility (OBR). The improved

forecast took account of changes to the way it measures VAT and national insurance receipts, coupled with lower borrowing costs and stronger tax receipts linked to economic growth. However, the Institute of Fiscal Studies, have stated that the Chancellor “needs his luck to hold out” for this windfall to be sustainable. When considered with the current risks to economic wellbeing arising from the continuing turmoil in the Middle East and the slowing of the global economy (particularly evident in China and their recent suspension of trading on their stock markets), the Chancellor’s ability to lessen the cuts falling upon policing budgets may well be questioned. If the windfall is not sustainable, a further CSR will be forthcoming in the short-term that may well reverse this decision.

8. 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 policing within the Home Office (HO). In 2016/17, a number of reallocations are earmarked to fund additional schemes notably, counter terrorism, transformational funding to support efficiency and reform; increased capability for firearms, cyber-crime and child exploitation; and the Emergency Services Mobile Communications Programme. Each has an impact upon the amount of funding awarded to Commissioners through the Police Funding Settlement.
9. The latest MTFPs have been updated following receipt of the Provisional Police Funding Settlement on the 17th December 2015. They now indicate a recurring budgetary imbalance for the 2016/17 financial year of £4.350m (Appendix 1b, Line 19), increasing to £26.300m by 2020/21.

PROVISIONAL GRANT SETTLEMENT

10. On the 17th December 2015, the Provisional Police Funding Settlement was announced (i.e. the Central Government Grant funding from both the HO and Welsh Government (WG)). Consultation on this provisional settlement will run until the 25th January 2016 with the final settlement being issued shortly after this date. The Provisional Police Funding Settlement for 2016/17 has quantified a number of funding adjustments, the impact of which, were previously either unknown or uncertain. The financial impact of these changes upon the organisation is detailed in the following paragraphs:
 - a) The Police Innovation Fund, which was established by the HO in 2014/15, has been reduced for 2016/17 to a value of £55m. This will be funded as a reallocation from the Police Main Grant. This fund provides Police and Crime Commissioners with the opportunity to submit bids on initiatives that will promote collaboration with other forces, emergency services, criminal justice agencies and local government. The purpose of the funding is to improve use of digital working and technology in order to deliver sustainable improvements and efficiencies in the way their police force operates in future;
 - b) In 2016/17, the Home Secretary will again provide £9.4m of funding from the police settlement to Her Majesty’s Inspectorate of

Constabulary (HMIC), to continue its programme of thematic inspections and the wider ranging Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections. These will enable the public to see how well their force is performing when it comes to cutting crime and providing value for money. These inspections will give the public a clear, independent view of the quality of policing in their local area;

- c) Since 2014/15, the Home Secretary has allowed the expansion of the Independent Police Complaints Commission (IPCC), to deal with all serious and sensitive cases involving the police. For 2016/17, it has been decided that the amount provided from the police settlement to allow the IPCC to focus on delivering significantly more independent investigations will be increased by a further £2m to £32m;
- d) £4.6m of funding will continue to be provided to the College of Policing to attract, select and train exceptional people who have the potential to become senior leaders in policing. This aims to widen the talent pool from which police leaders can be drawn; open up police culture to new influences; and foster an environment where challenge and innovation are welcomed;
- e) The City of London Police will continue to be provided with additional funds in recognition of the national and international capital city functions they carry out. For 2016/17 this amounts to £4.5m, an increase of £1.7m;
- f) The Metropolitan Police will continue to be provided with additional funds in recognition of the national and international capital city functions they carry out. For 2016/17 this amounts to £173.6m, the same as its 2015/16 allocation;
- g) The Major Programme Fund, which was introduced in 2015/16 to support the continued development of the HO Biometrics and the National Police Data Programme, will be reduced from £40m to £21.8m;
- h) The Police Special Grant, which provides contingent funds for police forces facing unplanned or unexpected additional pressures, which might otherwise place them at financial risk, has been increased to £25m from £15m;
- i) The sum of £5m set aside to develop the Police Knowledge Fund in 2015/16, has not been continued in 2016/17; and
- j) Finally, two new areas have been introduced for 2016/17. Firstly, funding of £80m has been reallocated from the police settlement to support the core costs of the Emergency Services Network (ESN). This is required to fund the investment costs of moving from the existing Airwave communications system (i.e. handheld police radios) to a commercial 4G Network. Importantly, the amount of the reallocation is

expected to increase significantly over the life of this Parliament. Secondly, a Transformational Fund of £76.4m has been set up to develop and deliver specialist capabilities such as those required to tackle cyber-crime and other emerging changes in crime (£42.4m), and enable a major uplift in firearms capability and capacity so that forces can respond quickly and forcefully to a firearms attack (£34m).

11. On 9th November 2015, the Rt. Hon. Mike Penning MP (Minister for Policing, Fire and Criminal Justice and Victims) announced to Parliament that the Government had decided to delay the police funding formula changes for 2016/17 that were previously intended to be made. By way of background, once the overall size of the policing budget 'cake' is determined by the HO (via the CSR), then the size of each 'slice of cake' to respective Commissioners is determined by the police funding formula. It has been well publicised that the current formula is out-dated, overly complex, opaque and in need of review. Therefore, consultation on a new formula was undertaken in the summer of 2015, but following criticism on the process, coupled with the discovery of an error in the HO's exemplifications, a halt on proceedings was announced. Moving forward, the HO would now better seek the views of Police and Crime Commissioners and the National Police Chiefs' Council before going any further. The Minister stated that "it is essential that we come to a funding formula that is not only fair, transparent and matched by demand, but supported by the police. I have listened throughout the consultation, and the Government will continue to do so in considering the next steps, in conjunction with police leaders. We should all support the reform of the police funding formula. Police forces and Committees of the House have been calling for it for years. We will bring it forward, but we are delaying the process at the present time". As a result of this pause in funding formula review, existing bases for calculation and damping will continue for 2016/17. Importantly however, upon receipt of corrected exemplifications from the HO, showing the effect of the revised police funding formula which the HO were suggesting, they identified a £6m cut in Central Government Grant to Gwent. It could be expected therefore, that the HO will continue with their approach following this pause and from the 2017/18 financial year onwards, the Commissioner could be faced with a £6m cash cut in addition to the cuts forecast from the effect of the CSR. It is also likely that this cut will not be actioned in one fell swoop, but transitional arrangements will affect the cut over a number of financial years.
12. In summary, the effect of the overall HO Departmental cut, coupled with the reallocation decisions above, is a reduction in Central Government Grant funding between 2015/16 and 2016/17 of 0.57% in cash terms. Previous iterations of the MTFP assumed this reduction to be 7.00%. The difference is primarily down to the Government's intent to lessen the cuts on policing funding at the macro level; changes to the reallocation arrangements at paragraph 10. a) to j) above; and the postponement of the police funding formula review.
13. It should be noted that in relation to the Provisional Police Funding Settlement for 2016/17, a number of remaining specific grants and external funding arrangements are yet to be finalised (e.g. Counter Terrorism Specific Allocation (CTSA), Safety Camera Enforcement Unit, Police Community Support Officer

(PCSO) local partner schemes, etc.). This report has been prepared on the assumption that funding will remain at the 2015/16 level.

14. The revenue support from the WG for Gwent's Private Finance Initiative (PFI) funded Ystrad Mynach Police Station and Custody Suite, totalling £0.621m, is excluded from the Provisional Police Funding Settlement. However, it has already been separately confirmed, as it is provided to meet the specific requirements of the scheme.
15. Furthermore, 2016/17 funding for the 101 (whole time equivalent) WG PCSOs is subject to a separate confirmation process, which is currently estimated to amount to £3.392m. However, with the National Assembly for Wales' elections in May 2016, changes to this funding stream may be forthcoming with any changes in administration.
16. Since 2013/14, Commissioners have received Ministry of Justice (MoJ) funding to provide services to victims of crime. For the 2015/16 financial year, Gwent received £645k in grant which is used exclusively to support Connect Gwent. It is known that the Chancellor's recent announcement to lessen the cuts on policing budgets did not extend to funding received from the MoJ. At the time of writing, it is still unknown what level of funding will be forthcoming from the MoJ for the 2016/17 financial year. Suffice to say, it is expected to be a reduction on 2015/16 levels and due to the importance of the service provided by Connect Gwent, its funding will be supplemented from the Commissioner's overall funding from the HO, WG and council tax precept.
17. The HO has provided an indicative Provisional Capital Allocation for 2016/17 only, which forms the basis of the draft Capital Programme. The 2015/16 allocation of £0.876m is anticipated to reduce by 40% as a result central programmes such as the National Police Air Service (NPAS). A reduction of this magnitude will place a significant burden on revenue budgets, as to maintain an appropriate capital programme moving forward, the revenue budget will need to contribute either thorough a revenue contribution to capital or through increased borrowing costs. It should be noted that allocations for Capital Grants will not be published until the Final Settlement in February 2016.

COUNCIL TAX ISSUES

18. For 2016/17, Council Tax Freeze grants will continue to be available to Commissioners in England. The scheme remains however, unavailable to Welsh Commissioners.
19. In Wales, council tax capping is the responsibility of Welsh Ministers. At the time of writing, no further official announcement has been made by the WG in relation to the levels of precept rises over the forthcoming years which would be deemed unreasonable, and therefore capped. Historically, indications have been given that increases in council tax for police and crime purposes of up to 5% would not be considered unreasonable.

20. MTFPs that have previously been issued during this budget setting cycle have assumed council tax precept increases of 4.00% per annum over the five year projected period. This budget proposal now indicates council tax increases of 3.99% for each year from 2016/17 to 2020/21 and a confirmed council tax base growth of 0.84% (It has been assumed that this rate of growth will be maintained throughout the planning period). Appendix 1a shows the impact that incremental changes on the precept rate would have on funding assumptions for 2016/17. As noted above, the Chancellor's overarching CSR strategy in relation to policing assumes a 2% increase in precept year on year over this Parliament to 'maintain' Commissioner's cash budgets. However, this assumption ignores the costs of new in-service pressures and developments; which will need to be met by a combination of efficiency scheme savings, precept growth over 2%, or council tax base growth over 0.5%.

MEDIUM TERM FINANCIAL PROJECTIONS 2016/17 to 2020/21

21. The latest MTFP is shown at Appendix 1b and the detailed assumptions, service pressures/developments and efficiency schemes/budget reductions which support the projections, are provided at Appendices 2, 3, 4a, 4b, 4c, 5a and 5b.
22. Although a balanced budgetary position could be achievable for 2016/17, this is dependent upon the delivery of efficiency schemes. Indications suggest that further cash reductions in Central Government Grant funding should be expected for future years. This will increase the requirement for additional efficiency schemes to be developed and delivered.
23. The following funding bases and assumptions (Appendix 2) have been incorporated within the current MTFP:
- a) Central Government Funding (HO/WG):
 - i Funding decreases on main formula grant beyond 2016/17 of 2.00% - the rationale for increasing this cash cut from the 0.57% seen in 2016/17 is to take account of growth in future reallocations (for example, the ESN reallocation will significantly grow in future financial years) and also the inherent risk in the sustainability of the windfall which lessened the impact of CSR 2015;
 - ii The revision of the Funding Formula from 2017/18, (postponed from 2016/17), resulting in a £6m reduction in central funding across three years to 2019/20; and
 - iii Specific Grants, which have yet to be confirmed, have been assessed to remain at 2015/16 levels or at provisionally indicated amounts.
 - b) Council Tax Precept and Base:
 - i An increase in council tax precept of 3.99% for each year from 2016/17 through to 2020/21. These have been incorporated into the MTFP at Appendix 1b; and

- ii The council tax base, i.e. the Band D equivalent number of properties upon which the precept is levied, will increase in 2016/17 by 0.8419%. It has been assumed that for 2016/17 onwards, the council tax base growth will continue at this rate.
24. The expenditure bases and assumptions have been thoroughly scrutinised throughout the budget preparation and the following paragraphs articulate the latest expenditure assumptions:
- a) Police Officer Establishments:
 - i The MTFP plans towards a sustainable operational policing model by 2020/21 of 1,166 wte (but remaining at 1,204 wte to September 2017 then 1,196 wte up to 2019/20). At the start of 2016/17 it is expected that the actual establishment will be 1,127 wte, rising to 1,181 wte during the year to reflect the potential recruitment of up to 80 wte probationer police officers during 2016/17. A further recruitment of 20 wte probationer police officers could also be scheduled in early 2017/18 to replace natural vacancies in the agreed operational policing model. Maintenance and review of the police officer establishment are a core component of the Staying Ahead Programme, therefore recruitment requirements will be constantly under review and will be necessary to meet particular specialist needs and to support longer-term sustainability.
 - b) Police Staff Establishments:
 - i The police staff establishment will need to complement and support the policing operational model. Design of the police staff establishment is being developed through the Staying Ahead Programme. Early indications in the MTFP plans are that a likely sustainable establishment by 2020/21 would be circa 525 wte (excluding PCSOs). At the start of 2016/17 it is expected that the actual establishment will be 629 wte, reducing to 614 wte during the year, based on retirements alone, against a budget net of efficiency improvements of 555 wte. As reductions in the police staff establishment are a core component of the Staying Ahead Programme, no recruitment, outside of exceptionally specialist roles, is anticipated during 2016/17.
 - ii The actual PCSO establishment is anticipated to commence 2016/17 at 155 wte against a budget of 170 wte; this budget is expected to remain at this level for the medium term, but may be subject to the impact of the National Assembly for Wales' elections in May.
 - c) Pay awards, allowances, enhancements etc.:
 - i Pay Award for police officers and police staff in 2016/17 is 1.0% rising from 2017/18 onwards to 1.5%.
 - d) Non-staff inflation (2016/17 to 2020/21):

- i General – limited to 2.0%;
 - ii Utilities – limited to 5%; and
 - iii Fuel – limited to 5%.
- e) Service pressures/developments have been limited to unavoidable increases and are detailed at Appendix 3. These developments/pressures have been scrutinised by the Office of the Police and Crime Commissioner and Gwent Police Chief Officers. The MTFP has been updated to reflect an increased level (£2m) of contingent service developments in each of the final four years of the current financial plan; and
- f) Capital investment:
 - i At present, the MTFP does not reflect any revenue costs associated with new borrowing to fund capital strategies. However, it should be noted, that a recurrent revenue contribution of £0.498m will be made to protect the buying power of the capital programme in light of the significant cut to the capital grant. The funding of the capital strategies is discussed within the ‘Reserves’ section of this report.

VALUE FOR MONEY PROFILES

25. The Value For Money (VFM) profiles have been produced by Her Majesty’s Inspectorate of Constabulary (HMIC) for the past five financial years. The main purpose of these profiles is to help forces compare performance and costs. They are designed for use by force management, Police and Crime Commissioners, as well as the HMIC. The comparisons are across all English and Welsh forces, but exclude the Metropolitan Police and City of London Police, due to their uniqueness of data.
26. The final profiles have been received and every area highlighted is being, or has been, considered as part of the Staying Ahead Programme. In terms of an overview, Gwent has the third highest cost per head of population across England and Wales and the highest within its Most Similar Group (MSG) of forces. Funding this is an above average level of Central Government funding and the highest level of council tax within its MSG. This is consistent with the 2014 profiles. Conversely, the level of earned income is significantly below average, but following a revision of the Income Strategy during 2015, this area has improved since the previous profiles.
27. As in previous years, the officer and staff costs are above the national average per head of population, which is viewed by the HMIC as demonstrating that Gwent is potentially over-resourced. Non-staff costs, however, are far closer to the national average, with only Transport and Collaborative costs being higher.
28. As a small force, Gwent does not enjoy the economies of scale that larger forces benefit from, therefore the headlines above need to be considered in this context. Furthermore, force performance needs to be considered too, in that the cheapest and most efficient Force may well not be the top performing.

EFFICIENCY OPPORTUNITIES (Appendices 4a, 4b and 4c, 5a and 5b)

29. The Staying Ahead Programme is focused on delivering a new generation of savings schemes and has a detailed schedule of planned work to review functions and departments across the whole of the organisation. A major component therefore within the 2016/17 budget setting exercise is the delivery of significant cash releasing efficiency savings and budget reductions through Phase 8 of the Staying Ahead Programme and rebasing of 2015/16 budgets through the bottom-up budget setting exercise. The initial emphasis of the eighth phase of the programme was on the operating side of the organisation, which delivered significant savings for 2015/16. The subsequent programme of works has far more of an emphasis on the supporting functions, both operational and enabling. The identification of future recurring savings and the associated delivery timescales are progressing satisfactorily at this time. The following paragraphs (and associated appendices) highlight the effect of Staying Ahead schemes and budget rebasing on the financial projections:
- a) Appendix 4a – this details identified budgetary savings delivered in 2015/16 and future estimated reductions relating to police officer allowances;
 - b) Appendix 4b – this details the accelerated savings that have been realised under Phase 8 of the Staying Ahead Programme within the 2015/16 financial year to date; and
 - c) Appendix 4c – this illustrates, in high level terms, the indicative savings that are planned to be delivered by Staying Ahead Phase 8 by 2020/21. Since the majority of these savings are still formative, a sensitivity risk assessment has been made that assumes 20% of the planned savings will be delivered in the subsequent year.
30. Appendices 5a and 5b indicate how police officer and police staff establishments could reduce over the following four years. The police officer flightpath reflects progress against the New Operating Model, which was introduced in April 2015. The police staff flightpath indicates the potential progression against indicative future operating numbers - Phase 8 of the Staying Ahead Programme will redefine these targets. The flightpaths receive continued scrutiny by Chief Officers, to ensure performance against the Staying Ahead Programme and the impact upon the MTFP.

REVENUE OUTTURN 2015/16

31. A key component in the setting of the 2016/17 budget is the financial performance in the current financial year. Monthly financial management reports are produced and scrutinised at both the Office of the Police and Crime Commissioner's Executive Board and also the Force's Chief Officer Team meetings on a monthly basis. From Period 8 (November), these reports include a financial outturn indicating the expected variance of total annual expenditure

against the full-year budget at the year-end (i.e. the 31st March). Consistently over recent years, the Commissioner's budget showed a positive variance at the year-end, i.e. a saving on budget was shown. This positive variance is scrutinised to assess whether it has resulted in excess budget being set in certain areas (e.g. over-budgeting on such things as the price and/or volume of fuel), or whether the variance has arisen due to a planned efficiency scheme occurring ahead of plan (e.g. a staff member leaving early, in advance of the planned removal of their post in a future period). Overwhelmingly over the period of austerity since 2008, the reason for the positive variance is the latter, i.e. accelerated efficiency savings taking effect. Suffice to say however, the financial effect of both examples are removed from the budgetary requirements for future years, as part of the detailed 'bottom up' annual budget setting process. Therefore, the fact that even after taking account of these removed/adjusted budgets in 2016/17 and future planned efficiency schemes in forthcoming financial years, the Commissioner is faced with an (as yet) unmet recurrent deficit of £14.758m in 2020/21, the 2015/16 forecast year-end variance is academic in future funding decisions. It does however provide two key benefits: a barometer as to the continuing sustainability of both previously delivered efficiency schemes and also to the organisation's ability to continue to find more efficiency schemes; and a positive year-end variance also provides a non-recurrent cash benefit, in that the year-end saving is transferred to reserves. However, this cash is automatically earmarked for utilisation through providing much needed funding to the capital programme (current capital grant does not even provide for the annual fleet replacement programme and is due to face a 40% reduction in 2016/17) or to provide pump-prime funding to deliver recurrent efficiency schemes.

32. For completeness in the budget setting scrutiny however, the remainder of this section provides extensive detail regarding the 2015/16 financial performance of the Commissioner's Group.
33. At the 30th November 2015, the Revenue account shows accelerated savings of £888,000 (Appendix 6a, Line 32), for the first eight months of the 2015/16 financial year.
34. Police Officer Salaries and Allowances show an overspending against budget of £118,000 (Appendix 6a, Line 1). This has arisen from the continued release of officers under the Voluntary Exit Scheme. A further 34 officers left during the period, bringing the total to date to 55. The exit cost of this second tranche was £1,321,000, with the accumulated value being £2,099,000.
35. Aside of these payments, savings continue to be made through the reduction in head count, but also comprise of timing differences from incremental salary increases and lower than anticipated officer allowance payments.
36. The authorised budget reflects the New Operating Model, together with non-recurrent funding for transitional roles and the Staying Ahead Programme. As the transition is completed during the year, these non-recurrent savings will be moved to the Identified Savings (Appendix 6a, Line 16).

37. At the end of November 2015, the actual police officer establishment stood at 1,156.13 wte, 47.87 wte below the authorised operating model of 1,204.00 wte. This is consistent with flight-path profiling.
38. Police Staff Salaries and Allowances show total savings of £384,000 (Appendix 6a, Line 2). This reflects being below the current authorised establishment. It is anticipated that the majority of these savings will be recognised as recurring efficiencies and moved to the Identified Savings (Appendix 6a, Line 16).
39. At the end of November 2015, the actual establishment stood at 793.34 wte (including 101.00 wte WG funded PCSOs and 54.49 wte Force funded PCSOs), against the current authorised establishment of 865.93 wte (including 183.95 PCSOs). The vacancies are partly offset by 28 wte agency staff currently in Force.
40. At the end of November 2015, the PCSO Salaries and Allowances showed savings of £185,000 which are as a result of being 28.46 wte below the authorised establishment of 183.95 wte. This shows a marked drop from the previous month, following 15.00 wte PCSOs becoming probationer constables.
41. As vacancies arise in the PCSO establishment (above the base budget of 170 wte), the savings will be recognised as recurring efficiencies and moved to the Identified Savings (Appendix 6a, Line 16).
42. To provide further information with respect to the workforce numbers, Appendix 6b shows an analysis of both Police Officer and Police Staff establishments by Strategic Workstream.
43. Police Officer Overtime and Enhancements have overspent by £430,000 (Appendix 6a, Line 4). This reflects the overtime worked up to the end of October 2015. The overspending comprises of two main elements - £318,000 relating to overtime worked on core Force activities and £112,000 to Bank Holiday Enhancements.
44. The overtime worked continues to undergo scrutiny by the Chief Officer Team to understand the cause and effect. The overspending on Bank Holiday Enhancements follows significant work to determine the appropriate levels of resource across all force areas. The overspending reflects the levels of resources deployed across all Bank Holidays up to and including August Bank Holiday.
45. At the end of November 2015, Police Staff and PCSO Overtime and Enhancements showed combined overspendings of £30,000; this relates to overtime in core Force activities and Enhancements, worked up to the end of October 2015, and is undergoing scrutiny by the Chief Officer Team.
46. Other Employee Related Costs (Appendix 6a, Line 7) show overspendings of £577,000 to the end of the period. Training cost savings of £123,000 are offset by overspendings in relation to Police Pension Capital Equivalent Charges and Injury Pensions and Gratuities (£690,000), Recruitment Costs (£7,000) and

Medical Fees (£3,000). The Training savings will be monitored by the Training Strategy Group.

47. Premises Costs show savings of £393,000 (Appendix 6a, Line 8). The main contributors to this are Repairs (£171,000), Utilities (£82,000), Cleaning and Waste Management (£51,000), Contracts and Testing (£38,000), Business Rates (£21,000) and Rent (£28,000). These variances will be monitored throughout the year to identify recurring saving opportunities.
48. Transport Costs (Appendix 6a, Line 9) show savings of £364,000. The main contributors are Fuel Costs (£258,000), Fleet Repairs (£81,000), Police Vehicle Recovery (£25,000), Vehicle Hire (£23,000) and non-NPAS Helicopter Costs (£9,000). These are partially offset by overspendings on Mileage Expenses (£18,000) and Travel and Subsistence (£14,000). The areas of saving will be monitored during the year, to identify the financial effect of the remodelling of the fleet to compliment the New Operating Model. Recurrent savings will be moved to the Identified Savings (Appendix 6a, Line 16).
49. At the end of November 2015, Supplies and Services show savings of £401,000 (Appendix 6a, Line 10). The principal areas of savings are:

		£
a)	Operational Equipment	178,000
b)	Uniforms	94,000
c)	Collaboration Costs	73,000
d)	Communications Links	72,000
e)	Other Professional Services	61,000
f)	Postage, Printing and Stationery	38,000
g)	Interpreter Fees	32,000
h)	Airwave Service	26,000
i)	Miscellaneous Costs	20,000
j)	Scientific Support	20,000
k)	Hardware purchase/maintenance	15,000
l)	Toner Cartridges	12,000

50. These are partially offset by overspendings in relation to Software licencing and purchase (£112,000) and Legal Fees, Employment Tribunals and Court Costs (£128,000). These variances will be monitored throughout the year for the identification of recurring efficiency savings.
51. £1,187,000 has been transferred during the month from the Debt Repayment Reserve and applied to reduce the Commissioner's Capital Financing Requirement (the underlying need to borrow for capital purposes) (Appendix 6a, Line 14).

52. In the longer term, the charge for MRP against revenue budgets will reduce annually by £47,500 for 2016/17 and beyond, but not in 2015/16. The Commissioner continues to monitor opportunities to repay his PWLB loans but the premium for early repayment remains too high to make this worthwhile at present.
53. The 2015/16 budget included a requirement for £6,027,000 of efficiency scheme savings to be achieved. Following the implementation of the New Operating Model, the majority of these have been mapped; however, £373,000 of savings could not be specifically identified against budget areas and were therefore shown in Identified Recurring Savings (Appendix 6a, Line 16). As these saving schemes are fully identified during the year, the appropriate budgets will be reduced.
54. To the end of November 2015, efficiencies of £1,655,000 have been identified in conjunction with the Staying Ahead Programme.
55. Investment Income shows a surplus of £51,000 to the end of November. This continues to reflect the reduced level of returns being experienced in the market and the management of risk in choosing investment opportunities.
56. At the end of November 2015, Other Income showed surpluses of £248,000. The main contributors to this are Police Specific Prosecutions (£126,000), Vehicle Sales (£73,000), Firearms Licensing (£42,000), Partnership Income (£38,000), Vehicle Recovery Scrappage Income (£34,000), Rental Income (£26,000), Reports (£18,000), Miscellaneous Income (£16,000), Insurance Claims (£11,000) and Training (£4,000). These are partly offset by Income Generation (£114,000), Custody Detainee Income (£17,000) and Vehicle Recovery (£9,000). These variances will be monitored throughout the year.

57. Forecast Outturn

58. This year has presented many challenges in determining the potential revenue outturn. These have included the Voluntary Exit Scheme; the implementation of efficiency schemes under the Staying Ahead 8 Programme; remodelling of the Fleet to compliment the New Operating Model; the on-going review of the Joint Scientific Investigation Unit; and the continuing development of an Estate Strategy that compliments the New Operating Model.
59. The production of this month's financial performance position has allowed this first estimation of the potential outturn position for 2015/16, which indicates that there will be an overall saving of £3,536,000 (Appendix 6a, Line 32). The main contributing areas to this forecast are detailed below and confirm the 'planning mind-set' of both organisations when faced with the expectation of continuing significant funding reductions from 2016/17 onwards, e.g. extremely limited recruitment plans; estate work limited to statutory requirements; constrained developments and investments, etc. However, with the potential lessening of funding cuts over the medium term, coupled with precept investment, the

2016/17 budget will now stabilise to a certain extent and appropriately embed the New Operating Model.

60. It is anticipated that Police Officer Salaries and Allowances will generate a saving of £1,720,000 (Appendix 6a, Line 1). This is due to the force being below the authorised officer establishment. It is currently 47.87 wte below the authorised level and this is projected to grow to 77.40 wte by the end of the financial year.
61. This saving is net of the cost of officers leaving under the Voluntary Exit Scheme, which it is estimated will cost £2,483,000.
62. Police Staff Salaries and Allowances (Appendix 6a, Line 2) are anticipated to save £509,000. The actual staff establishment currently stands at 44.13 wte below the authorised level; this is predicted to grow to 52.53 wte, however, this is dependent upon the timing and delivery of a number of Staying Ahead 8 schemes.
63. A saving of £474,000 is currently forecast for PCSO Salaries and Allowances (Appendix 6a, Line 3). As part of the 2015/16 budget setting cycle, it was planned that £372,000 of savings would be identified as a Staying Ahead 8 scheme at (Appendix 6a, Line 16). The identification of these posts will be considered in the final quarter of the year.
64. Police Officer Overtime and Enhancement payments are forecast to produce an overspending of £300,000 (Appendix 6a, Line 4). This forecast assumes that whilst reductions in spending levels have reduced, overspending on overtime will continue to the year end, resulting in a £400,000 overspend. Bank Holiday enhancements, although currently overspending, will deliver a £100,000 saving at the year end, once centrally held funds are taken into consideration.
65. Police Staff Overtime and Enhancement payments are estimated to save £55,000 by the year end (Appendix 6a, Line 5 and 6), predominately in terms of enhancement payments.
66. Other Employee Related Costs (Appendix 6a, Line 7) are forecast to overspend by £929,000. The main area of overspending is the Police Pension Scheme (£1,033,000). This consists of Medical Retirement Capital Equivalent Charges (£775,000), Injury Pensions (£219,000) and Injury Gratuity Payments (£39,000). Other minor overspendings are anticipated on Recruitment Costs (£6,000) and Medical Costs (£2,000). Partially offsetting these overspendings are anticipated savings on Training Costs (£107,000) and Employer Insurance (£7,000).
67. Premises Costs (Appendix 6a, Line 8) are expected to generate savings of £383,000. This comprises of savings on Business Rates (£154,000), Utilities (£122,000), Cleaning and Waste Management (£69,000), Building Repairs (£19,000) and Premises Insurance (£18,000).
68. Transport Costs (Appendix 6a, Line 9) are forecast to save (£566,000). This is primarily due to savings on Petrol and Diesel (£407,000), Fleet Repairs (£121,000), Vehicle Recovery (£37,000), Vehicle Hire (£32,000) and Vehicle

Insurance (29,000). These are partially offset by overspendings on Travel and Subsistence (£28,000), Mileage (£27,000) and Non-NPAS Helicopter Costs (£5,000).

69. Supplies and Services (Appendix 6a, Line 10) are expected to generate savings of £391,000. The main contributing areas of saving are:

		£
a)	Scientific Support Unit	312,000
b)	Communications Links	197,000
c)	Operational Equipment	120,000
d)	Police Surgeons	100,000
e)	Other Professional Services	97,000
f)	Printing, Postage and Stationery	95,000
g)	Hardware Maintenance	82,000
h)	Uniforms	59,000
i)	Insurance Premiums	39,000
j)	Partnership Costs	36,000
k)	Interpreter Costs	35,000
l)	Toner Cartridges	18,000
m)	Telephony Investigation	16,000

70. These are, however, partially offset by forecast overspendings in the following areas:

		£
a)	Disaster Recovery	480,000
b)	Legal Costs	175,000
c)	Software Licences and Maintenance	142,000
d)	Ancillary Spares	17,000

71. It is anticipated that the Major Incident Fund will generate savings of £175,000 (Appendix 6a, Line 11); however, this is highly dependent upon operational demand and could potentially experience significant change.
72. Pro-active Operational Initiatives (Appendix 6a, Line 12), is forecast to make savings of £50,000, however, this is highly dependent upon operational demand and could potentially experience significant change.
73. At present, it is forecast that a net saving of £1,282,000 will be made in Identified Recurring Savings (Appendix 6a, Line 16). This represents the balance of Staying Ahead savings not yet recognised and accelerated schemes.

Realisation of those schemes not yet recognised will dilute the savings identified on the PCSO lines.

74. Investment Income is forecast to generate surpluses of £35,000 above budget (Appendix 6a, Line 17).

75. Other Income is forecast to produce savings of £219,000 (Appendix 6a, Line 18). The main contributing areas of surplus are:

		£
a)	Specified Police Proceedings	189,000
b)	Disposal of Vehicles	88,000
c)	Scrappage of Vehicle Recovery Vehicles	50,000
d)	Firearms Licensing	28,000
e)	Reports	23,000
f)	Property Rental	11,000
g)	Insurance Claims	11,000

76. However, the above savings are offset by the following anticipated shortfalls:

		£
a)	Income Generation	172,000
b)	Vehicle Recovery	13,000

77. During the 2015/16 budget setting cycle, it was identified that non-recurrent funding would be needed to support the Staying Ahead Programme team. This was agreed to be funded from reserves by the Commissioner. As a result of the reduction in police officer and police staff numbers, coupled with general levels of efficiency throughout other budgets, this reserve funding is no longer needed to support the 2015/16 budget, which results in a shortfall of funding of £1,114,000 (Appendix 6a, Line 30).

78. Greater clarity and confirmation of this forecast position will be gained as the financial year progresses. The forecasts will, therefore, be updated accordingly each month.

79. **Capital Programme (Appendix 6c)**

80. The Revised Annual Budget on proposed schemes for 2015/16 is £6,640,000.

81. The Programme for 2015/16 will be funded from HO funding in the form of Capital Grant and Innovation Fund Grant, combined with Specific Earmarked Reserves.

82. Expenditure to date amounted to £1,521,000 of which £622,000 related to Force Projects, £701,000 to Information Systems, and £183,000 to Vehicle purchases and £15,000 to Estate Schemes.
83. Confirmation of the forecast outturn position will be reported in the next monthly performance cycle.

RESERVES (Appendix 7)

84. Appendix 7 provides a summary of the Commissioner's Reserves position for the following four years and reflects a fundamental revision of the Commissioner's Reserves Strategy during the summer of 2015. This strategy was considered by the Joint Audit Committee on the 3rd December 2015, enabling them to discharge their responsibilities in relation to the budget setting process and the annual financial statements.
85. With the outcomes of both the CSR 2015 known for the short-term and the police funding formula review deferred by at least a year, the strategy has been updated and will continue to be instrumental in stakeholder engagement and any mitigation strategies.
86. This reporting of the Commissioner's Reserves position hopefully assists Members in understanding the overall financial landscape and provides context when discussing his budget and precept proposal for 2016/17. Therefore, the following key messages are relevant:
 - a) Following the audit of the 2014/15 Statement of Accounts, the WAO are satisfied with the levels of the Commissioner's Reserves;
 - b) By the end of the 2019/20 financial year, it is forecast that the Commissioner will have reserves totalling £5.193m (bottom right hand corner of Appendix 7) – this assumes however, that 50% of the current outstanding future recurrent budgetary imbalances up to 2019/20 (highlighted through the MTFP) will be underwritten from reserves (Line A4 in the Revenue Reserves Section). As already stipulated, recurrent budgetary imbalances must be found from recurrent efficiencies – reserves should only be utilised to manage annual timing differences. Therefore adjusting Line A4 back to zero, as opposed to an over commitment of £6.803m, produces an underlying total reserves figure of £11.996m;
 - c) However, taking into account the PFI reserve (£12.204m), whose use is currently unavoidable, the Commissioner's reserves are technically overcommitted by £0.208m in 2019/20;
 - d) Continuing the theme, the CFO's judgement based on relevant local circumstance, determines a General Reserve of £4.000m should be held. However, as reserves are technically over-committed by £0.208m – this is insufficient to fund the General Reserve, let alone the remaining 2019/20 revenue reserves in relation to the 'Other Financial Liabilities' Reserves (Lines B4b to B4e) nor the 'Commissioning Strategy and Force Initiatives' Reserve (Line C3). This position simply highlights the degree of 'internal

- borrowing' to fund the entire Capital Programme (including the replacement HQ) between 2015/16 and 2019/20.
- e) The underlying reserve position does not take into account the following events which would increase this figure:
 - i Additional sales of capital assets than those already identified; and
 - ii Underspending in the capital programme or slippage which defers spend to future financial years.
 - f) Similarly, the underlying reserve position of £11.996m does not take into account the following events which would further reduce this figure:
 - i The impact on reserves of future CSRs and any transitioning arrangements to a new Funding Formula allocation;
 - ii Further significant investment in the Estate beyond the HQ provision;
 - iii Pump-priming for future Phases of Staying Ahead; and
 - iv Overspending in the capital programme or acceleration which brings forward spend.
 - g) If the underlying reserve position is an accurate reflection of the future, then the affordability of the capital programme beyond 2019/20 will be questionable without the need to undertake borrowing.

CAPITAL PROGRAMME 2016/17 (Appendix 8)

- 87. The initial capital investment requirements over the next four years are emerging as the implementation of the Estate, Fleet and IS strategies are progressed.
- 88. With the proposed reductions in capital grant, implementation of the current capital programme will require the utilisation of reserves to fund the programme's requirements, which in turn will realise long-term benefits to the organisation, e.g. appropriate estate provision, fit for purpose fleet, maximising returns on ICT investment etc.
- 89. The development of the Staying Ahead Programme will present investment requirements which will generate efficiency opportunities that should present cashable savings.
- 90. The anticipated central funding for the capital programme of £0.526m reflects the continuing intention of the HO to top-slice Commissioners' funds to provide funding for the National Police Air Service (NPAS). This presents a further burden upon the Reserve funds.

OUTSTANDING ISSUES AND UNQUANTIFIABLE RISKS

- 91. Whilst the MTFP is designed to reflect the most up to date intelligence, a number of outstanding issues and unquantifiable risks remain which are incapable of being reflected at this present time. These are briefly highlighted below:
 - a) Changes in the final grant notification from those assumed in this report;

- b) Additional austerity measures from revised growth forecasts and changes in global economy;
- c) Future delivery of Staying Ahead Programme Schemes, with particular emphasis on:
 - i. Sustainability of previously delivered schemes; and
 - ii. Timing and extent of future schemes, with the potential for a significant increase in redundancies,
 - iii. Ability to implement further police officer voluntary exit schemes.
- d) The success of future commissioning opportunities, specifically utilising joined-up service delivery across all sectors to prevent and manage demand;
- e) Emerging cost pressures, in particular at this stage:
 - i. Withdrawal of funding by partners (HO, WG and Local Authorities);
 - ii. Increased 'last resort' demand due to others withdrawing service;
 - iii. The increased costs associated with inspection regimes;
 - iv. Increased demand for service due to changing demographics, technology and changes to the economic and political climate;
 - v. Further impact of the Localisation of council tax support and the local retention of business rates income; and
 - vi. Potential increase in the employers' police officer pension rate.
- f) Unplanned initiatives and the international dimension; and
- g) The impact that the national enhancement of the IPCC will have upon the current structure, funding and functionality of the Gwent Police Standards Department.

BUDGET REQUIREMENT, TAX BASE, PRECEPT AND COUNCIL TAX

92. The revenue budgetary requirement for 2016/17 is the net position of:

- a) The base recurring requirements;
- b) Efficiency savings and recurring budget reductions realisable in 2016/17;
- c) Non-recurring revenue requirements in 2016/17; and
- d) Non-recurring savings which are realisable in the year and reserve utilisation.

93. The gross base recurring requirement for 2016/17 is £123.890m (Appendix 1b line 9) which, when reduced by efficiency savings totalling £4.350m, leaves a budget requirement for the year of £119.539m.

94. The general grants announced in the Provisional Settlement are as follows:

	£
Police Grant	42,393,286
Revenue Support Grant	21,044,031
National Non-Domestic Rates	<u>9,063,436</u>
	<u>72,500,753</u>

Deducting total general grant from the budget requirement of £119,539,273 leaves income to be raised from council tax of £47,038,520.

95. Council tax is a tax on dwellings, levied according to the valuation band attributed to the property. Each unitary authority calculates its council tax base by establishing the number of properties in each of the nine council tax bands (A to I) and converting the band totals to a Band D equivalent figure (e.g. Band A council tax is two thirds of the Band D tax, the Band A total is therefore multiplied by two thirds to arrive at the Band D equivalent). The total Band D equivalent figure is then adjusted to take account of reductions for disabled residents, single occupancy discounts, etc. to produce the council tax base. The council tax to be raised for police and crime purposes is allocated to the unitary authorities in proportion to their tax bases. The tax bases notified by the unitary authorities are as follows:

Unitary Authorities	Band D Equivalent Properties	
	2015/16	2016/17
Blaenau Gwent	19,815.17	20,034.35
Caerphilly	59,318.14	59,575.14
Monmouthshire	44,561.34	45,102.03
Newport	55,560.04	56,145.64
Torfaen	<u>32,714.00</u>	<u>32,896.00</u>
Total	<u>211,968.69</u>	<u>213,753.16</u>

96. The effect of these figures on the Band D council tax for police and crime purposes is:

	Actual 2015/16	Proposed 2016/17
Council Tax	£44,856,814	£47,038,520
Band D Tax	£211.62	£220.06
Increase on previous year (£)	£8.12	£8.44
Increase on previous year (%)	3.99%	3.99%

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

Valuation Band	Tax Payable Compared to Band D	Proposed Council Tax
		£
A	6/9	146.71
B	7/9	171.16
C	8/9	195.61
D	9/9	220.06
E	11/9	268.96
F	13/9	317.86
G	15/9	366.77
H	18/9	440.12
I	21/9	513.47

98. The unitary authorities are billing authorities for council tax purposes. The Commissioner's precept will be added to the figures for council tax for expenditure by the unitary authorities and community councils and will form part of the single council tax demand. Under regulations, the billing authority must determine a schedule of instalments for payments to precepting authorities. Currently, the unitary authorities pay the police precept in equal instalments as follows:

Last working day of each month
Blaenau Gwent

Third Tuesday of each month
Caerphilly
Monmouthshire
Newport
Torfaen

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

99. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on:

- a) The robustness of the estimates made for calculating the precept; and
- b) The adequacy of the proposed financial reserves.

100. The same Section requires the Commissioner to have regard to the Chief Finance Officer's report when making decisions about precepts.

101. Core grants from the HO and WG currently fund approximately 60% of the revenue budget requirement for policing in Gwent. A combination of CSR 2010, CSR 2013 and CSR 2015 has resulted in significant reductions in core HO and WG grants. The reduction in these grants for 2011/12 of 5.1% came on top of an in-year cut in the previous year of 1.3%. The grant settlement for 2012/13 showed a reduction of 6.7%, 2013/14 a reduction of 1.57%, 2014/15 a reduction of 4.76%, 2015/16 a reduction of 5.11% and the provisional settlement for 2016/17 a further cut of 0.57%. In total therefore, the budget available for policing and crime in Gwent has experienced over a 25% cash reduction over 7 years. When the effect of inflation is built in, the real reduction is approaching 40%. Whilst the Chancellor is optimistic of the global economic picture over the medium term and in particular sound economic growth in the UK coupled with low interest rates and increased tax receipts, it must be noted that continuing turmoil in the Middle East and the slowing of the Chinese economy may well impact on growth in the European Union and therefore the UK. Therefore, the lessening of budget cuts afforded by CSR 2015 may not be sustainable.
102. The Staying Ahead Programme has continued to be remarkably successful in keeping expenditure within reducing budgets, yet still managing to maintain performance in the service to the public. Year after year, difficult savings' targets have been achieved ahead of time and as a consequence reserves have been generated for supporting investment necessary to redesign the estate and for pump-priming new initiatives. However, the continuing austerity and associated funding cuts have necessitated the second radical comprehensive review of all aspects of policing in Gwent and a major restructuring under the direction of the Deputy Chief Constable.
103. The preparation of the budget is now, almost a continual exercise, involving the compilation of MTFPs, dovetailing with detailed work across the Commissioner and Force under the supervision of the Assistant Chief Officer - Resources and in liaison with me. The involvement of all parts of the service ensures awareness not only of the demands, but also of the constraints upon them. Throughout 2015/16, Members of both the Police and Crime Panel and Joint Audit Committee received progress reports on the 2016/17 budget and beyond and were able to examine both the proposals and the process followed. The extent of this preparatory work has therefore greatly assisted the Commissioner in his deliberations. I am satisfied therefore, that this process ensured that the budget takes into account all those cost and income items that can be reasonably foreseen, and that there is no cause to question the robustness of the estimates.
104. Appendix 7 to this report shows details of the Commissioner's Reserves position. The Force's Assistant Chief Officer - Resources and I continually review the adequacy of reserves and provisions. In addition, in the summer of 2015, I undertook a fundamental revision of the Commissioner's Reserve Strategy and reported my findings to the Joint Audit Committee.
105. The General Reserve is required for working capital and to meet unexpected expenditure in emergency situations or major crime. At 1st April 2014 the General Reserve stood at £6.411m which represented 5.4% of the budgetary

requirement for 2014/15. During my review of the Reserve Strategy, in conjunction with the Commissioner and the Force's Chief Officer Team, I concluded that a General Reserve of £4m would be a prudent level for the policing body moving forward, taking into consideration its size, local circumstances and the requirement to identify savings to address significant reductions in core grant funding. This view has not been challenged by the external auditor.

106. In relation to the committed revenue and capital reserves, and the uncommitted revenue reserves, I am content on the need and sufficiency of the amounts reported.

107. In conclusion, I am content therefore, with the adequacy of the proposed financial reserves.

APPENDICES

Appendix 1a	-	Impact of Incremental Precept Changes
Appendix 1b	-	Medium Term Financial Projections
Appendix 2	-	Medium Term Financial Projections – Assumptions
Appendix 3	-	Identified Budgetary Pressures and Developments
Appendix 4a	-	Identified Budgetary Savings
Appendix 4b	-	Staying Ahead Schemes Delivered 2015/16
Appendix 4c	-	Future Staying Ahead Phase 8 Scheme Savings
Appendix 5a	-	Police Officer Establishment Flight path
Appendix 5b	-	Police Staff Establishment Flight path
Appendix 6a	-	Revenue Outturn 2015/16 as at 30 th November 2015
Appendix 6b	-	Establishment Summary as at 30 th November 2015
Appendix 6c	-	Capital Programme as at 30 th November 2015
Appendix 7	-	Reserves Position 2015/16
Appendix 8	-	Capital Programme 2015/16 to 2020/21

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
At 22nd January 2016

Assumption		Base Growth (Provisional)	Precept Growth	Total Growth	Increase / (Decrease)
Base Growth (Actual)	Precept Growth				
%	%	£	£	£	£
0.84%	5.00%	377,630	2,261,508	2,639,138	457,432
0.84%	4.50%	377,630	2,034,930	2,412,560	230,854
0.84%	4.00%	377,630	1,808,351	2,185,981	4,275
0.84%	3.99%	377,630	1,804,076	2,181,706	0
0.84%	3.50%	377,630	1,583,911	1,961,541	-220,165
0.84%	3.25%	377,630	1,470,621	1,848,251	-333,455
0.84%	3.00%	377,630	1,357,332	1,734,962	-446,744
0.84%	2.99%	377,630	1,353,057	1,730,687	-451,019
0.84%	2.75%	377,630	1,244,043	1,621,673	-560,033
0.84%	2.66%	377,630	1,203,430	1,581,060	-600,646
0.84%	2.50%	377,630	1,130,754	1,508,384	-673,322
0.84%	2.25%	377,630	1,017,465	1,395,095	-786,611
0.84%	2.00%	377,630	904,176	1,281,806	-899,900
0.84%	1.75%	377,630	790,886	1,168,516	-1,013,190
0.84%	1.50%	377,630	677,597	1,055,227	-1,126,479
0.84%	1.25%	377,630	566,446	944,076	-1,237,630
0.84%	1.00%	377,630	453,156	830,786	-1,350,920
0.84%	0.75%	377,630	339,867	717,497	-1,464,209
0.84%	0.50%	377,630	226,578	604,208	-1,577,498
0.84%	0.25%	377,630	113,289	490,919	-1,690,787
0.84%	0.00%	377,630	0	377,630	-1,804,076

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
At 22nd January 2016

	(a)	(b)	(c)	(d)	(e)	(f)
	2015/16 Actual £'000s	2016/17 Forecast £'000s	2017/18 Forecast £'000s	2018/19 Forecast £'000s	2019/20 Forecast £'000s	2020/21 Forecast £'000s
1 Effect of Pay Awards and Increments	2,326	1,371	2,017	2,046	2,075	2,106
2 Non-Staff Inflation	594	388	637	691	759	827
3 Loss of Home Office Grant Funding	-	-	-	-	-	-
4 In Service Pressures / Developments	1,466	6,059	1,889	2,476	2,600	2,600
5 Identified Savings	(6,130)	(1,702)	(104)	(97)	(60)	(60)
6 Unavoidable Cost Increases	(1,744)	6,116	4,440	5,116	5,373	5,473
7 Gross Budget Movement	(1,744)	6,116	4,440	5,116	5,373	5,473
8 Recurring Base Budget Brought Forward	119,518	117,774	123,890	128,329	133,446	138,819
9 Projected Budgetary Requirement	117,774	123,890	128,329	133,446	138,819	144,292
10 % Increase on Previous Years Base Budget	-1.46%	5.19%	3.58%	3.99%	4.03%	3.94%
Funded from :						
11 Funding						
12 Central Government Funding						
13 Police Grant	(43,220)	(42,393)	(39,545)	(36,755)	(34,019)	(33,339)
14 Revenue Support Grant	(16,609)	(21,044)	(20,623)	(20,211)	(19,806)	(19,410)
15 National Non-Domestic Rates	(13,088)	(9,063)	(8,882)	(8,705)	(8,530)	(8,360)
16 Total Central Government Funding	(72,917)	(72,501)	(69,051)	(65,670)	(62,356)	(61,109)
17 Council Tax	(44,857)	(47,039)	(49,327)	(51,727)	(54,245)	(56,883)
18 Total Funding	(117,774)	(119,539)	(118,378)	(117,397)	(116,601)	(117,992)
19 Projected Recurring Deficit / (Surplus) Before Efficiencies	-	4,350	9,952	16,049	22,218	26,300
20 Efficiencies						
21 Accelerated Delivery / Additionality of Staying Ahead Scheme Savings	-	(1,962)	(1,962)	(1,962)	(1,962)	(1,962)
22 Future Year Staying Ahead Scheme Savings	-	(2,388)	(5,096)	(7,018)	(7,856)	(9,580)
23 Reserve Utilisation	-	-	-	-	-	-
24 Projected Recurring Deficit / (Surplus) After Efficiencies & Reserve Utilisation	-	0	2,893	7,069	12,400	14,758

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
Assumptions
At 22nd January 2016

Description	2015/16 Budgeted	2016/17 Proposed	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Source
<u>Police Officers</u>							
Pay Awards	1.00%	1.00%	1.50%	1.50%	1.50%	1.50%	CFO estimate benchmarked with Welsh Forces
<u>Police Staff</u>							
Pay Awards	2.20%	1.00%	1.50%	1.50%	1.50%	1.50%	CFO estimate benchmarked with Welsh Forces
<u>Indirect Staff Costs</u>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	CFO estimate benchmarked with Welsh Forces
<u>Non Staff Inflation</u>							
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
<u>Funding</u>							
Police Funding	-5.11%	-0.57%	-2.00%	-2.00%	-2.00%	-2.00%	Final Police Settlement 2015/16. Provisional Police Settlement 2016/17. CFO estimate of 2017/18 and onward
Council Tax Base Increase	1.08%	0.84%	0.84%	0.84%	0.84%	0.84%	Actual Growth for 2015/16 and 2016/17. Assumed to increase at the same rate in 2017/18 and onward
Council Tax Precept Increase	3.99%	3.99%	3.99%	3.99%	3.99%	3.99%	Proposal to protect real term funding requirements

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
In Service Pressures / Developments
At 22nd January 2016

Expenditure Area	Expenditure Description	2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Comments
1 All Areas	Contingent Pressures Fund	0	2,000,000	2,000,000	2,000,000	2,000,000	Indicative value of pressures likely to arise in each future year
2 Police Officer Salaries and Allowances	Single State Pension	2,541,000					Indicative estimation of legislative changes
3	National Insurance Rebate	170,000					Indicative estimation of legislative changes
4	Unsocial Hours Allowance	13,694					Impact of pay award on allowance
5 Police Staff Salaries and Allowances	Police Staff Salaries	224,484					Investment in existing PPU MASH
6 Police Officer Overtime and Enhancements	Police Officer Bank Holiday Enhancements	(360,000)	(120,000)	(120,000)			Resource Levels yet to be confirmed
7 Police Staff Overtime and Enhancements	Police Staff Bank Holiday and Weekend Enhancements	16,715					To correct under-budgeting in 2015-16
8 Other Employee Related Costs	Medical Costs - Vaccinations	7,000					Increase due to probationer recruitment
9	Medical Treatments - Other	15,000					Increased demand for treatment
10	Officer Pensions - Injury Payments	173,820					Increased level of pensioners receiving pension payments
11	Officer Pensions - Capital Equivalent Charges	293,704					Level of funding required to accommodate increased volume
12 Premises Costs	Premise Costs - Operational Training Facility	25,681					Leased property at Mamhilad Park
13	Radio Site Rental	4,000					Mynydd Y Llan - commitment to allow siting of mast
14	Building Insurance	4,000		(4,000)			Landlord increase levied at Mamhilad Park
15 Supplies & Services	Legal Fees	67,608					Increased level in legal costs at hearings
16		36,000					Appointment of legally qualified chair for hearings
17	Court Fees and Transcripts	15,000					Increased level of costs incurred
18	OHU Force Medical Advisor	20,000					New contractual arrangements for Senior Medical Advisor
19	Partnership Costs	42,322					Professional fees incurred outside the parameters of the MCC collaborative contract
20		18,372					Regional Federation representation across four Welsh forces
21		2,000					Contribution to national MAPPA project team
22	Regional Collaboration Fees	(20,000)					Non-recurrent funding in 2015/16 to support regional operational activities
23		12,000					Joint Emergency Services Group Co-ordinator
24		2,000					All Wales Co-ordinator for Citizens in Policing
25		340,860					Collaborative costs for provision of Mobile Data service
26		3,000					Collaborative training environment within NICHE system
27		45,000					Anticipated costs of collaborative Disaster Recovery service
28	Other Professional Services	8,000					NACE STRAP Accreditation
29		20,000					Contribution to national NICHE project team
30	Computer SW Repair and Maint	91,000	(91,000)				Licencing costs for new ERP system
31		1,250					Licencing costs for property bar coding system
32		8,000					Network Security Licencing
33		2,000					Increase in Coroner's Court System Licencing
34	Landline Rental	(150,000)					Removal of 2015/16 funding for dual telephony provision
35	WAN Links	33,000					Service to allow communication with NPAS Helicopter Fleet
36	External Internet	8,000					Replacement of existing service provision
37	Compensation to Public	6,878					Volume and value of compensation made
38	Witnesses Expenses	20,000					Volume demands for protection and safeguarding of witnesses
39 Development Reserve	Development Funds	100,000	100,000	100,000	100,000	100,000	BTCG development fund
40	Multi Agency Safeguarding Hub	231,000	1,269,000	500,000	500,000	500,000	Expansion of PPU MASH
41	Missing Persons Programme	1,269,000	(1,269,000)				To underwrite the cost for the next five years of this multi-agency project if grant application unsuccessful
42	Revenue Contribution to Capital Programme	498,084					To mitigate reduction in Home Office Capital Grant
43 Sinking Funds	PFI Sinking Fund	72,817					Increase in net annual cost of service PFI Sinking Fund
44 Other Income	Sale of PCC Vehicles	26,538					Reduction in income to reflect reduction in Fleet size
45	Partnership Income	78,176					Reduction in income to reflect volume of officers provided to Youth Offending Service
46	Regional Collaboration Income	21,771					Correction to collaborative funding arrangements for Witness Protection
		6,058,774	1,889,000	2,476,000	2,600,000	2,600,000	

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
Identified Budgetary Savings
At 22nd January 2016

Description	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£	£
Potential Savings						
1 Transitional Rent Allowance	(41,436)	(41,436)	(20,718)	0	0	0
2 Housing Allowance	(89,242)	(30,000)	(60,000)	(60,000)	(60,000)	(60,000)
3 Compensatory Grant	(32,313)	(32,313)	(16,156)	0	0	0
4 Competency Related Threshold Payments	(165,100)	0	0	0	0	0
5 Police Officer Bonus Scheme	(50,000)	0	0	0	0	0
6 Staff Seconded In	(60,000)	0	0	0	0	0
7 Employee Insurance	(16,744)	0	0	0	0	0
8 Alarm Contract	(10,400)	0	0	0	0	0
9 Refrigeration Units Service	(16,320)	0	0	0	0	0
10 Chlorination of Water Tanks	(16,320)	0	0	0	0	0
11 CCTV	(6,000)	0	0	0	0	0
12 Rents	(150,970)	0	0	0	0	0
13 Specials and Volunteer Mileage	(20,000)	0	0	0	0	0
14 Driver Hire	(1,561)	0	0	0	0	0
15 Hotel Accommodation	(9,026)	0	0	0	0	0
16 Meal Allows	(10,000)	0	0	0	0	0
17 Vehicle Hire -External	(30,000)	0	0	0	0	0
18 Other Helicopter Hire	(50,000)	0	0	0	0	0
19 Petrol	(53,030)	0	0	0	0	0
20 Diesel	(228,574)	0	0	0	0	0
21 Vehicle Insurance	(24,758)	0	0	0	0	0
22 Protective Clothing	(30,000)	0	0	0	0	0
23 Uniforms	(65,622)	0	0	0	0	0
24 Pedal Cycle Clothing and Kit	(15,000)	0	0	0	0	0
25 Stationery	(7,500)	0	0	0	0	0
26 Books & Publications	(5,000)	0	0	0	0	0
27 Dangerous Dogs Act	(10,502)	0	0	0	0	0
28 Police Pension Contract Fees	(4,610)	0	0	0	0	0
29 Legal Fees	(20,000)	0	0	0	0	0
30 Regional Collaboration Fees	(25,704)	0	0	0	0	0
31 Telephony Investigation Costs	(40,000)	0	0	0	0	0
32 Research Consultants	(40,202)	0	0	0	0	0
33 Business Consultancy	(25,916)	0	0	0	0	0
34 Other Professional Services	(263,920)	0	0	0	0	0
35 Toner Cartridges	(30,000)	0	0	0	0	0
36 Prisoners Meals	(5,000)	0	0	0	0	0
37 Transfer and custody of Prisoners	(31,469)	0	0	0	0	0
38 Total	(1,702,239)	(103,749)	(96,874)	(60,000)	(60,000)	(60,000)

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2016/17 to 2020/21
Staying Ahead Scheme Savings Delivered in 2015/16
At 22nd January 2016

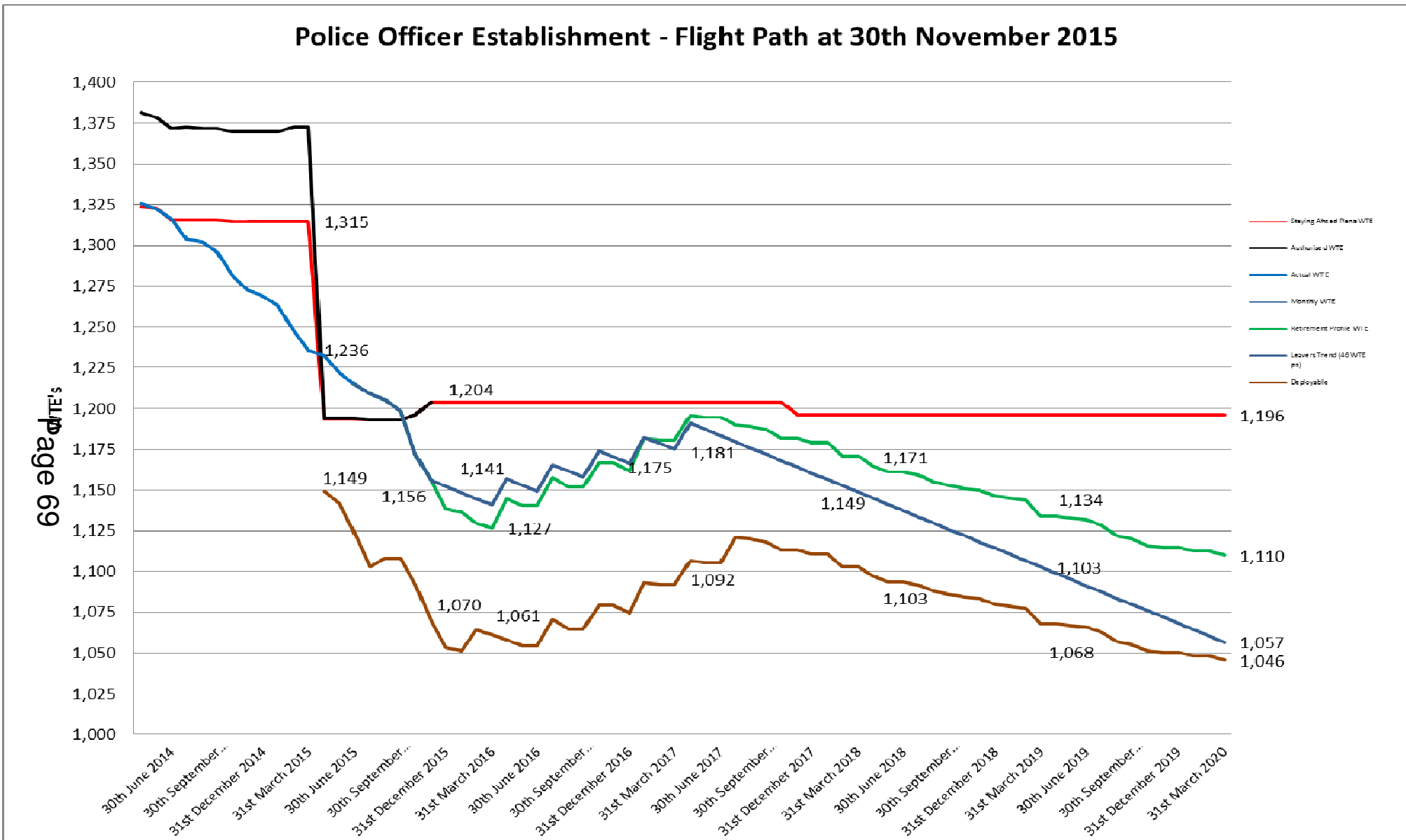
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Scheme							
1 Corporate Communications	(341)						(341)
2 Disclosure Unit	(42)						(42)
3 Drug Intervention Programme	(35)						(35)
4 Finance Department	(31)						(31)
5 All Wales Schools Liaison (Co-ordination)	(9)						(9)
6 Force Planning Post	(50)						(50)
7 Transitional Police Officer Posts	(1,453)						(1,453)
9 Scheme Savings for Year	(1,962)	0	0	0	0	0	(1,962)

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2016/17 to 2020/21
Staying Ahead Phase 8 Schemes 2016/17 to 2020/21 and Other Savings Initiatives
at 22nd January 2016

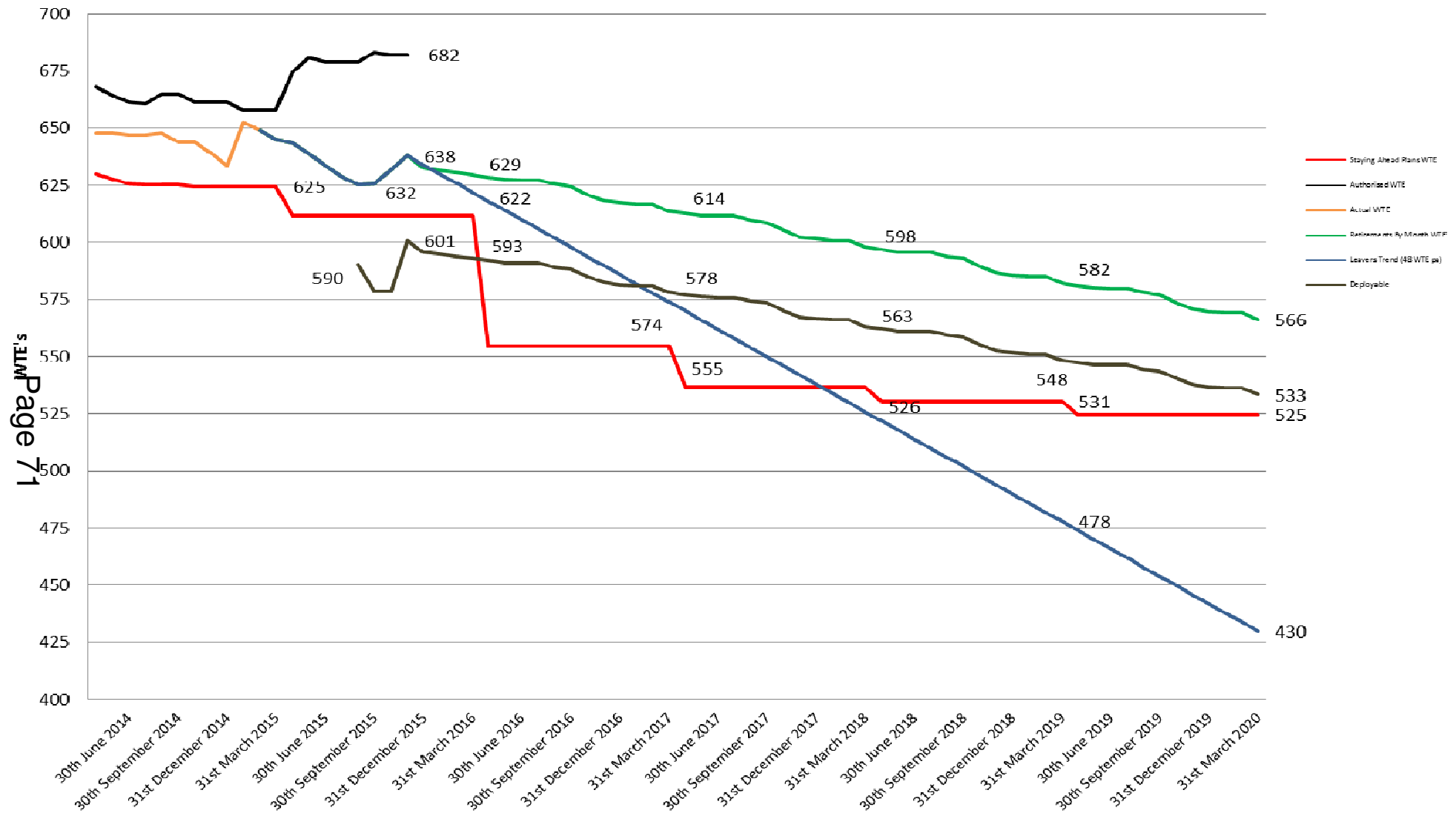
	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	Total £'000s
A Cumulative Savings Brought Forward	0	(2,388)	(5,096)	(7,018)	(7,856)	
B Scheme						
1 Police Officer - Step Down Model	0	0	0	0	(1,498)	(1,498)
2 Forensic Science Service	(100)	0	0	0	0	(100)
3 Pathology	(5)	0	0	0	0	(5)
4 Livescan Service	(5)	0	0	0	0	(5)
5 Safeguarding Boards	(53)	0	0	0	0	(53)
6 OWL System	(36)	0	0	0	0	(36)
7 Travel Costs - Air Fares	(15)	0	0	0	0	(15)
8 Alarm Contracts	(10)	0	0	0	0	(10)
9 Business Rates	(10)	0	0	0	0	(10)
10 Operational Equipment	(70)	0	0	0	0	(70)
11 Transitional Police Officer Posts	(767)	(383)	0	0	0	(1,150)
12 Intelligence Analysis	(284)	(284)	0	0	0	(568)
13 Intelligence Gathering	(137)	(137)	0	0	0	(274)
14 Photographic Image Recovery	(184)	0	0	0	0	(184)
15 Fingerprints	(170)	0	0	0	0	(170)
16 Operational Support Command Team	(76)	(76)	0	0	0	(151)
17 Other Forensic Services	(122)	0	0	0	0	(122)
18 Professional Standards	(45)	(45)	0	0	0	(90)
19 Major Investigations	(72)	(99)	(27)	0	0	(197)
20 Access	(14)	(105)	(194)	(208)	(104)	(624)
21 Staff Association Support	0	(32)	(32)	0	0	(63)
22 Custody Medical Provision	(44)	(44)	0	0	0	(88)
23 Custody Interpretation	0	(15)	(15)	0	0	(30)
24 Custody provision for Borders Agency	0	(25)	(25)	0	0	(50)
25 Police Specified Proceedings	0	(275)	0	0	0	(275)
26 National Police Air Service Contributions	0	(50)	0	0	0	(50)
27 Police Dog Purchase	0	(19)	0	0	0	(19)
28 External Training Courses	0	(121)	0	0	0	(121)
29 Medical Treatments	0	(15)	0	0	0	(15)
30 PPU - Reduction after MASH Implementation	(148)	0	0	0	0	(148)
31 Corporate Communications	(5)	0	0	0	0	(5)
32 Telecommunication savings from VOIP	(138)	(138)	0	0	0	(276)
33 Mobile Data	(50)	(50)	0	0	0	(100)
34 Computer Hardware / Software	(55)	(105)	(50)	0	0	(210)
35 SRS - Additional Partners	0	(50)	(50)	0	0	(100)
36 Paper Costs	0	(12)	0	0	0	(12)
37 Fuel	(13)	(41)	(57)	(29)	0	(139)
38 Vehicle Repair and Maintenance	(35)	(35)	(35)	0	0	(105)
39 Hotel Accommodation	(5)	0	0	0	0	(5)
40 Property Lease cessation - collapse of Estate	(250)	(390)	(1,259)	(375)	0	(2,274)
41 Waste Management	0	(45)	0	0	0	(45)
42 Uniform	(4)	0	0	0	0	(4)
43 Pedal Cycle Uniform	(15)	0	0	0	0	(15)
44 Development Funds	(50)	(50)	0	0	0	(100)
45 Collaboration	0	0	0	0	0	0
C Savings for Year	(2,985)	(2,639)	(1,743)	(611)	(1,602)	(9,580)
D Sensitivity Risk Assessment	597	(69)	(179)	(226)	(122)	
E Cumulative Savings Carried Forward	(2,388)	(5,096)	(7,018)	(7,856)	(9,580)	

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Police Staff (Excluding PCSOs) Establishment - Flight Path at 30th November 2015



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Police and Crime Commissioner for Gwent
2015/16 Revenue Budget - Gwent Police Group
Performance to 30th November 2015

	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Budget to Date £'000s	Expenditure to Date £'000s	Variance to Date £'000s	Forecast Outturn £'000s
Expenditure						
1 Police Officer Salaries and Allowances	65,285	65,123	43,226	43,344	(118)	1,720
2 Police Staff Salaries and Allowances	22,422	22,638	15,099	14,715	384	509
3 PCSO Salaries and Allowances	5,514	5,514	3,676	3,491	185	474
4 Police Officer Overtime and Enhancements	2,026	2,143	888	1,318	(430)	(300)
5 Police Staff Overtime and Enhancements	1,008	1,024	574	553	21	55
6 PCSO Overtime and Enhancements	522	522	304	355	(51)	0
7 Other Employee Related Costs	2,205	2,187	1,373	1,949	(577)	(929)
8 Premises Costs	6,024	5,840	3,957	3,564	393	383
9 Transport Costs	3,615	3,236	2,105	1,742	364	566
10 Supplies and Services	19,267	18,903	9,115	8,714	401	391
11 Major Incident Schemes	366	366	76	76	(0)	175
12 Proactive Operational Initiatives	245	220	29	29	0	50
13 Contribution to Police Computer Co.	883	883	427	427	0	0
14 Capital Charges	500	1,687	1,482	1,466	15	20
	129,881	130,285	82,331	81,745	586	3,114
Other Approved Revenue Requirements						
15 Development Reserve	100	100	0	0	0	0
16 Identified Recurring Savings	(373)	1,282	0	0	0	1,282
	(273)	1,382	0	0	0	1,282
Income						
17 Investment Income	(176)	(176)	(109)	(160)	51	35
18 Other Income	(11,159)	(11,641)	(6,617)	(6,865)	248	219
	(11,334)	(11,816)	(6,726)	(7,025)	299	254
19 Net Expenditure Before Transfers	118,274	119,851	75,605	74,720	885	4,650
Transfers						
20 To Earmarked Reserves (Pre-Approved)	2,207	2,185	0	0	0	0
21 To Capital Account	0	0	0	0	0	0
	2,207	2,185	0	0	0	0
22 Net Expenditure Including Transfers	120,481	122,036	75,605	74,720	885	4,650
23 Funded By:						
24 Revenue Support Grant	(17,278)	(17,278)	(11,958)	(11,958)	0	0
25 National Non-Domestic Rates	(12,418)	(12,418)	(8,594)	(8,594)	0	0
26 Police Grant	(43,220)	(43,220)	(28,814)	(28,814)	0	0
27 Council Tax	(44,857)	(44,857)	(29,905)	(29,905)	0	0
28 Specific Grant Income	0	0	0	(3)	3	0
29 Use of General Reserves	0	0	0	0	0	0
30 Use of Earmarked Reserves	(2,708)	(4,263)	(1,555)	(1,555)	0	(1,114)
31 Total Funding	(120,481)	(122,036)	(80,826)	(80,829)	3	(1,114)
32 (Over)/Underspend	-	-	(5,221)	(6,109)	888	3,536

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**Police and Crime Commissioner for Gwent
Establishment Summary as at 30th November 2015**

	Police Staff				Police Officers		
	Budgeted Wte	Actual Wte	Agency Wte	Var (Excl Agency) Under(Over)	Officer Bud Wte	Officer Act Wte	Variance Under(Over)
Strategic Workstreams							
Police And Crime Commissioner Controlled Establishments							
Office Of Police And Crime Commissioner	16.9	18.6	0.0	(1.7)	0.0	0.0	0.0
Regional Drug Intervention Programme	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Police And Crime Commissioner Controlled Total :	16.9	18.6	0.0	(1.7)	0.0	0.0	0.0
Chief Constable Controlled Establishments							
Local Area Policing							
Local Policing Mgt Team							
Local Policing Management Team	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Community Safety	7.0	5.8	0.0	1.2	0.0	2.0	(2.0)
Special Constabulary	0.7	1.0	0.0	(0.2)	0.0	0.0	0.0
Local Policing - West Management Team							
Local Policing Area - West Management Team	5.1	4.6	0.0	0.5	4.0	4.0	0.0
Neighbourhood Policing Resources - West							
Neighbourhood Caerphilly	60.3	49.9	0.0	10.4	175.0	153.6	21.4
Neighbourhood Blaenau Gwent	32.4	27.3	0.0	5.2	85.0	78.1	7.0
Neighbourhood Torfaen	27.2	23.3	0.0	3.9	93.0	81.7	11.3
Schools Community Officers - West	0.0	0.0	0.0	0.0	9.0	7.7	1.3
Area Support - West							
Area Functional Roles - West	3.0	3.6	0.0	(0.6)	13.0	13.0	0.0
Area Support - West	0.0	0.0	0.0	0.0	43.0	32.0	11.0
Youth Offending Teams - West	0.0	0.0	0.0	0.0	2.0	2.0	0.0
CID West - IOM	0.0	0.0	0.0	0.0	19.0	21.0	(2.0)
CID West - Intelligence	0.0	0.0	0.0	0.0	7.0	9.0	(2.0)
CID West - Proactive	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CID West - Public Protection	0.0	0.0	0.0	0.0	20.0	18.5	1.5
CID West - Reactive	0.0	0.0	0.0	0.0	52.0	48.4	3.7
Local Policing - East Management Team							
Local Policing Area - East Management Team	4.0	4.0	0.0	0.0	4.0	5.0	(1.0)
Neighbourhood Policing Resources - East							
Neighbourhood Monmouthshire	23.9	23.8	0.0	0.1	79.0	72.0	7.0
Neighbourhood Newport	74.6	64.1	0.0	10.5	198.0	161.7	36.3
Schools Community Officers - East	0.0	0.0	0.0	0.0	7.0	4.9	2.1
Area Support - East							
Area Functional Roles - East	1.0	1.0	0.0	0.0	13.0	13.0	0.0
Area Support - East	0.0	0.0	0.0	0.0	43.0	37.0	6.0
Youth Offending Teams - East	0.0	0.0	0.0	0.0	2.0	2.0	0.0
CID East - IOM	0.0	0.0	0.0	0.0	14.0	14.8	(0.8)
CID East - Public Protection	0.0	0.0	0.0	0.0	14.0	14.8	(0.8)
CID East - Intelligence	0.0	0.0	0.0	0.0	7.0	5.0	2.0
CID East - Proactive	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CID East - Reactive	0.0	0.0	0.0	0.0	39.0	36.6	2.4
	239.2	208.4	0.0	30.8	943.0	838.5	104.5
Protective Services							
Protective Service Mgt Team							
Protective Services Management Team	0.0	0.0	1.0	0.0	5.0	6.0	(1.0)
Operational Support							
Operational Support - Management Team	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Dogs Section - East	0.0	0.0	0.0	0.0	5.0	5.0	0.0
Dogs Section - West	0.0	0.0	0.0	0.0	9.0	9.0	0.0
Force Communication Suite	132.8	146.6	0.0	(13.7)	22.0	41.7	(19.7)
Force Planning	4.4	3.4	0.0	1.0	5.0	5.0	0.0
Collision Investigation	2.4	0.6	0.0	1.8	4.0	5.0	(1.0)
Operational Training	3.0	3.0	0.0	0.0	2.0	2.0	0.0
Crime Operations							
Crime Operations - Management Team	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Technical Support Unit	2.0	1.8	0.0	0.2	1.0	2.0	(1.0)
Crime Syndicate 1	17.8	17.8	2.0	0.0	13.0	13.0	0.0
Crime Syndicate 2	0.0	0.0	0.0	0.0	11.0	11.0	0.0
Crime Syndicate 3	0.0	0.0	0.0	0.0	11.0	8.9	2.1
FIU & Cyber Crime	12.6	15.4	0.0	(2.8)	8.0	8.0	0.0
Crime Support							
Crime Support - Management Team	1.0	0.0	0.0	1.0	1.0	0.0	1.0
Intelligence	22.8	17.8	0.0	5.0	5.0	6.0	(1.0)
Dedicated Source Unit	6.4	6.2	0.0	0.2	7.0	8.0	(1.0)
Special Branch	4.0	2.8	0.0	1.2	6.0	7.0	(1.0)
PPU MASH	27.4	21.6	0.0	5.8	13.0	21.4	(8.4)
	236.7	237.0	3.0	(0.3)	131.0	161.1	(30.1)
Criminal Justice Department							
Admin Of Justice	50.3	40.9	1.0	9.4	0.0	0.0	0.0
File Quality	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Police Prosecutions Team	0.0	0.0	0.0	0.0	4.0	5.8	(1.8)
Information And Data Management	42.9	44.2	3.0	(1.3)	0.0	3.0	(3.0)
Custody Unit Newport	20.2	17.2	6.0	3.0	11.0	13.0	(2.0)
Custody Unit Ystrad Mynach	13.2	13.2	0.0	(0.0)	8.0	8.0	0.0
	126.6	115.5	10.0	11.1	23.0	29.8	(6.8)
Business Support							
Estates	16.4	12.7	0.0	3.7	0.0	0.0	0.0
Finance	16.7	15.7	2.0	1.0	0.0	0.0	0.0
Fleet	16.8	12.3	2.0	4.5	0.0	0.0	0.0
Procurement	5.0	5.0	0.0	0.0	0.0	0.0	0.0
Business Support	1.0	1.0	0.0	0.0	0.0	0.0	0.0
IRSC	16.9	16.2	3.0	0.7	0.0	0.0	0.0
Property Store Management	4.0	7.5	0.0	(3.5)	0.0	0.0	0.0
	76.8	70.4	7.0	6.3	0.0	0.0	0.0
Corporate / Service Development							
ACPO	1.0	1.0	0.0	0.0	5.0	5.0	0.0
People Services	20.5	21.9	1.0	(1.5)	4.0	24.0	(20.0)
Service Development	33.1	32.2	2.0	0.9	9.0	10.8	(1.8)
Standards	14.7	12.3	1.0	2.4	10.0	10.0	0.0
Police Federation & Staff Associations	3.5	3.5	0.0	(0.0)	2.0	2.0	0.0
Legal Services	9.0	4.7	0.0	4.3	0.0	0.0	0.0
Corporate Comms	12.4	11.0	2.0	1.4	0.0	1.0	(1.0)
	94.1	86.6	6.0	7.5	30.0	52.8	(22.8)
Collaborative & Externally Funded:							
Welsh Government Liaison Team	0.0	0.0	0.0	0.0	1.0	1.0	0.0
WITS	0.0	0.0	1.0	0.0	1.0	1.0	0.0
Safety Camera	9.1	8.5	0.0	0.6	2.0	2.0	0.0
Collaboration - Fusion/Niche	0.0	0.0	0.0	0.0	6.0	5.0	1.0
All Wales Collaboration - Tarian	1.0	1.0	0.0	0.0	9.0	7.0	2.0
All Wales Collaboration Joint Firearms Unit	0.0	0.0	0.0	0.0	43.0	40.0	3.0
Collaboration - JSIU	62.5	43.3	0.0	19.2	0.0	1.0	(1.0)
Collaboration - Regional Prison Intell	0.0	0.0	0.0	0.0	0.0	1.0	(1.0)
Regional CTSA	3.0	1.0	0.0	2.0	0.0	0.0	0.0
WECTU CTIURART	0.0	0.0	0.0	0.0	8.0	9.0	(1.0)
Other Joint Funded / External Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Projects	0.0	3.0	1.0	(3.0)	0.0	0.0	0.0
Seconded Officers	0.0	0.0	0.0	0.0	7.0	7.0	0.0
	75.6	56.8	2.0	18.9	77.0	74.0	3.0
Force Total	865.9	793.3	28.0	72.6	1,204.0	1,156.1	47.9

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**Police and Crime Commissioner for Gwent
2015/16 Capital Programme
Performance to 30th November 2015**

EXPENDITURE	2015/16 Programme			
	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Expenditure To Date £'000s	Remaining Budget £'000's
Estates Schemes :				
1 Estates Schemes including Minor Works	500	500	14	486
2 Replacement FCR	0	0	1	(1)
3 CID Hub	0	0	0	0
4 Gwent Connect (Victims Hub)	275	0	0	0
5 Total Estates Schemes	775	500	15	485
6 Vehicle Purchases	464	464	183	281
7 Vehicle Purchases	464	464	183	281
8 Information Systems :				
9 Inter-Relational Mgt System	0	71	0	71
10 Disaster Recovery	415	415	0	415
11 Command & Control	1,161	1,161	406	755
12 VOIP	368	562	255	307
13 Replacement ICCS System	500	500	0	500
14 Enterprise Resource Planning System	300	300	0	300
15 Dark Site	480	0	0	0
16 Other IS schemes	490	670	40	630
17 Information Systems	3,714	3,679	701	2,978
18 Force Projects :				
19 Fusion/Mobile Data	1,042	1,500	294	1,206
20 Other BTCG Projects / Schemes	200	497	328	169
21 Total Force Projects	1,242	1,997	622	1,375
22 Overall Totals	6,195	6,640	1,521	5,119

FUNDING OF PROGRAMME	Initial Annual Budget £'000s	Revised Annual Budget £'000s
23 Capital Grants	876	876
24 Supported Borrowing		
25 Use of Capital Reserves	4,694	5,139
26 Revenue Contributions to Capital		
27 Partnership Organisations - Capital		
28 Receipt from sale of premises		
29 Loans / Use of Revenue Funding		
30 Home Office - Innovation Grant	625	625
31 Total Funds Available	6,195	6,640
32 Shortfall/(Surplus) in Funding	0	0

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2016/17 to 2020/21
Reserves Position 2015/16

		Original Closing Balance 14/15 £'000	Reclassified £'000	Restated Closing Balance 14/15 £'000	In £'000	Out £'000	Forecast Closing Balance 15/16 £'000	In £'000	Out £'000	Forecast Closing Balance 16/17 £'000	In £'000	Out £'000	Forecast Closing Balance 17/18 £'000	In £'000	Out £'000	Forecast Closing Balance 18/19 £'000	In £'000	Out £'000	Forecast Closing Balance 19/20 £'000
<u>REVENUE RESERVES</u>																			
A Statutory Reserves																			
1	General Reserve	6,411	(2,411)	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000
2	Precept Top-up Reserve	2,107	(2,107)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	13/14 Accelerated Savings	2,272	(2,272)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Future Budgetary Imbalances	0	4,379	4,379	0	0	4,379	0	0	4,379	0	(1,447)	2,932	0	(3,535)	(603)	0	(6,200)	(6,803)
Sub Total		10,790	(2,411)	8,379	0	0	8,379	0	0	8,379	0	(1,447)	6,932	0	(3,535)	3,397	0	(6,200)	(2,803)
B Committed Earmarked Reserves																			
1	Future PFI Commitments	11,127	0	11,127	2,047	(1,645)	11,528	1,965	(1,689)	11,805	1,939	(1,733)	12,011	1,912	(1,778)	12,144	1,885	(1,825)	12,204
2	Capital Programme	4,209	(4,209)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
a	Capital Grant	0	0	0	1,501	0	1,501	#REF!	0	#REF!	#REF!	0	#REF!	#REF!	0	#REF!	#REF!	0	#REF!
b	Capital Receipts	0	0	0	1,502	0	1,502	0	0	1,502	0	0	1,502	0	0	1,502	0	0	1,502
c	Revenue Contribution to Capital Programme	0	0	0	0	0	0	498	0	498	498	0	996	498	0	1,494	498	0	1,992
d	Estate Works																		
i	Replacement HQ	0	16,030	16,030	0	0	16,030	0	(6,000)	10,030	0	(10,000)	30	0	0	30	0	0	30
ii	Victims' Hub	148	0	148	0	(148)	0	0	0	0	0	0	0	0	0	0	0	0	0
iii	Minor Works and Planned Maintenance	0	0	0	0	(500)	(500)	0	(500)	(1,000)	0	(500)	(1,500)	0	(500)	(2,000)	0	(500)	(2,500)
iv	Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
e	Fleet Replacement	0	0	0	0	(464)	(464)	0	(717)	(1,181)	0	(1,350)	(2,531)	0	(910)	(3,441)	0	(2,240)	(5,681)
f	ICT Investment	0	0	0	1,161	(5,179)	(4,018)	0	(2,792)	(6,810)	0	(1,650)	(8,460)	0	(1,650)	(10,110)	0	(1,650)	(11,760)
g	Other Projects/Schemes	0	0	0	0	(497)	(497)	0	(200)	(697)	0	(200)	(897)	0	(200)	(1,097)	0	(200)	(1,297)
3	SA8 Change Programme	4,766	(4,766)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
a	SA8 Programme Team	0	2,079	2,079	0	(355)	1,724	0	(881)	843	0	(843)	(0)	0	0	(0)	0	0	(0)
b	Revenue Saving Initiatives																		
i	PWLB and Newport Debt redemption	0	1,187	1,187	653	(1,840)	0	0	0	0	0	0	0	0	0	0	0	0	0
ii	LGPS Pension Investment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Other Financial Liabilities																		
a	Tribunal and Ombudsman Liabilities	386	0	386	0	(386)	0	0	0	0	0	0	0	0	0	0	0	0	0
b	Unspent Revenue Grants	204	(95)	109	0	0	109	0	0	109	0	0	109	0	0	109	0	0	109
c	3rd Party funds	207	(2)	205	0	0	205	0	0	205	0	0	205	0	0	205	0	0	205
d	POCA	331	0	331	50	(50)	331	50	(50)	331	50	(50)	331	50	(50)	331	50	(50)	331
e	Workstream Specific Reserves	741	(230)	511	0	0	511	0	0	511	0	0	511	0	0	511	0	0	511
Sub Total		22,118	9,995	32,113	6,913	(11,065)	27,961	#REF!	(12,829)	#REF!	#REF!	(16,326)	#REF!	#REF!	(5,088)	#REF!	#REF!	(6,465)	#REF!
C Uncommitted Earmarked Reserves																			
1	Forecast Accelerated Efficiency Savings	4,041	(4,041)	0	3,536	0	3,536	2,000	0	5,536	1,000	0	6,536	1,000	0	7,536	0	0	7,536
2	Police officer recruitment	1,016	(1,016)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Commissioning Strategy and Force Initiatives	1,672	0	1,672	0	(133)	1,538	0	(230)	1,308	0	(32)	1,276	0	(32)	1,243	0	(32)	1,211
4	Airwave	4,027	(2,527)	1,500	200	0	1,700	200	0	1,900	200	0	2,100	200	0	2,300	200	(2,500)	0
Sub Total		10,755	(7,584)	3,172	3,736	(133)	6,774	2,200	(230)	8,744	1,200	(32)	9,912	1,200	(32)	11,079	200	(2,532)	8,747
TOTAL REVENUE RESERVES		43,663	0	43,663	10,649	(11,198)	43,114	#REF!	(13,059)	#REF!	#REF!	(17,805)	#REF!	#REF!	(8,656)	#REF!	#REF!	(15,197)	#REF!
<u>CAPITAL RESERVES</u>																			
A Committed Earmarked Reserves																			
1	Capital Grant	0	0	0	1,501	(1,501)	0	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
2	Capital Receipts	1,502	0	1,502	0	(1,502)	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Replacement Command and Control	1,161	0	1,161	0	(1,161)	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL RESERVES		2,663	0	2,663	1,501	(4,164)	0	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
TOTAL RESERVES		46,326	0	46,326	12,150	(15,362)	43,115	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2016/17 to 2020/21
Capital Programme 2016/17 to 2020/21

		2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s
A	Estate						
1	Regular Capital Maintenance	500	500	500	500	500	500
2	Replacement HQ						
3	Decommissioning of Headquarters						
4	Total Estate	500	500	500	500	500	500
B	Vehicles	464	717	1,350	910	2,240	1,405
C	Information Systems						
1	Voice Over Internet Protocol	562					
2	Citrix Servers (64 Bit)	80					
3	Replacement Servers	100					
4	Main Blade Server Chassis	120					
5	Checkpoint Firewall Infrastructure	210					
6	Network Switches		150	150	150	150	150
7	Replacement SQL Server		130				
8	PND Infrastructure	160					
9	Replacement ICCS System	500					
10	Enterprise Resource Planning System	300	2,487				
11	Disaster Recovery	415					
12	Command & Control	1,161					
13	Mobile Data	1,500					
14	Iner-relational Management System	71					
15	AudioSoft Upgrade	13					
16	Vetting Management System	25					
17	Body-worn Video	259					
18	Backup Library		25				
19	ICT Development Contingent Growth			1,500	1,500	1,500	1,500
20	Total Information Systems	5,476	2,792	1,650	1,650	1,650	1,650
D	Other BTCG Projects / Schemes	200	200	200	200	200	200
E	Total Programme	6,640	4,209	3,700	3,260	4,590	3,755
F	Funding						
1	Capital Grant	876	526	526	526	526	526
2	Home Office Innovation Fund	625					
3	Revenue Contribution to Capital		498	498	498	498	498
4	Funding from Reserves	5,139	3,185	2,676	2,236	3,566	2,731
5	Total Funding	6,640	4,209	3,700	3,260	4,590	3,755
H	Surplus Funds	0	0	0	0	0	0

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GWENT POLICE AND CRIME PANEL IMPROVEMENT PLAN AND DRAFT FORWARD WORK PROGRAMME 2015/16

CONFIRMED DATES

22nd January 2016 – 10.00am

- PCC Verbal Report
- Precept Report

18th March 2016 – 10.00am

- Final Police and Crime Plan
- Criminal Justice (Comprehensive Review)

17th June 2016 – 10.00am

- PCC Verbal Report
- 2015/16 Year End Financial Report
- MTFP
- Annual Report
- Annual Strategic Equality Objectives Action Plan

16th September 2016 – 10.00am

- PCC Verbal Report

9th December 2016 – 10.00am

- PCC Verbal Report

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