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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

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Date: 16th January 2015

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **Committee Room 1, Civic Centre, Newport City Council, Newport, NP20 4UR** on **Friday, 23rd January, 2015 at 10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

	Pages
1	Declarations of Interest.
2	Apologies for Absence.
To approve and sign the following minutes: -	
3	Gwent Police and Crime Panel held on 12th December 2014 1 - 8
4	Verbal update by the Police and Crime Commissioner for Gwent. 9 - 10
5	Police & Crime Budget and Precept Proposal 2015/16 11 - 64
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7	Forward Work Programme. 73 - 74

MEMBERSHIP:

Councillor John Morgan, Blaenau Gwent
Councillor Mostyn Lewis, Blaenau Gwent
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 Lewis Jones, Torfaen County Borough Council
Councillor Phil Seabourne, 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
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 12TH DECEMBER 2014 AT 10AM

Present:

Councillor J. Guy - Newport City Council - Chair
Councillor Mrs F. Taylor - Monmouthshire County Council - Vice Chair

Councillors C Mann, Mrs C. Forehead and Mrs G.D. Oliver - Caerphilly County Borough Council

Councillor P. Clarke - Monmouthshire County Council

Councillors O. Ali and D. Williams - Newport City Council

Councillor L. Jones - Torfaen County Borough Council

Councillors M. Lewis and J. Morgan- 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

Mr P. Harris – Deputy Police and Crime Commissioner for Gwent

Ms 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:

J. Jones (Democratic Services Manager), 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.

Councillor P. Seabourne wished it be noted that he is the Chair of the South Torfaen Action Group.

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.

2. APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillor P. Seabourne (Torfaen County Borough Council).

3. MINUTES – 12TH SEPTEMBER 2014.

Resolved that, Subject to it being noted that Shelley Bosson, Chief Executive, Office of the Gwent Police and Crime Commissioner was present at the meeting, the minutes were approved as a correct record.

4. VERBAL UPDATE- GWENT POLICE AND CRIME COMMISSIONER.

The Police and Crime Commissioner for Gwent, I. Johnston provided the Panel with an update on Community Engagement, which has increased through the use of Social Media, such as Twitter.

The Commissioner discussed Positive Futures, which is a project successfully run in Newport, which is now being rolled-out throughout the County and aims to guide young people away from crime and anti-social behaviour. The successes of the project have been noted by Assembly Member Ken Skates, Deputy Minister for Culture, Sport and. The Panel queried funding of the project and it was noted that the Home Office originally funded the project, however this has now ceased and along with the Commissioner's financial support, alternative funding has been secured from the WRU and the Coal Fields Regeneration Fund.

The One Voice Wales Event, which was held on 6th November 2014 at the Caerphilly CBC Offices, aimed to bring together Police Inspectors and Community Councils in order to further assist engagement. The Panel noted that the event was beneficial to those in attendance and a report detailing the outcomes from the event would be circulated to the Panel.

The Panel were provided with an overview of how 7 Corners Centre, a project funded by the Gwent Police and Crime Commissioner, has helped a young volunteer charity worker from Monmouthshire to turn his back on a life of violence, crime and substance abuse and to support other young people who are going through the similar experiences. The Panel noted that the project was supported as a result of the Commissioner's Partnership Fund, which is funded by cash and assets seized from criminals and the sale of unclaimed property.

The Panel noted that the Commissioner is represented on 4 of the 5 Local Service Boards (LSB) in Gwent. The Panel noted the positive progress of the LSB meetings, however, the lack of representation on the Caerphilly LSB was raised and it was agreed that this would be raised with Caerphilly CBC's lead officer.

An update was provided on the 'Safer Gwent' proposal to ensure coordination of the Community Safety Partnerships across the force area. The Panel noted that efficiencies and smarter ways of working are under consideration and further information would be provided at a later date.

The Panel noted that the Commissioner had held a number of briefing meetings with Local Authority Leaders and Chief Executives and thanked them for the warm welcome, participation and co-operation in working with them.

The Commissioner discussed a number of changes around the force's Estate and highlighted that a report would be presented to the Strategy and Performance Board on Tuesday 23rd December, to consider the progress and feedback on the reopening of a number of police station enquiry desks.

The Panel noted that considerations and discussions are ongoing about the future of the Police Head Quarters in Cwmbran. Cost implications for a new premises and maintenance of the current premises are under consideration and further updates would be provided to the Panel.

It was noted that Blackwood Police Station has been selected as the location for the Victims and Witness Hub, as a result, works are to be undertaken to ensure the location is fit for purpose.

5. VERBAL UPDATE- DEPUTY GWENT POLICE AND CRIME COMMISSIONER.

Mr P Harris, Deputy Police and Crime Commissioner for Gwent provided the Panel with details on a revised Police Model and a progress update on the Victims and Witness Hub.

The current Policing Model has a number of Neighbourhood teams throughout Gwent with specialist Officers based at the Centre. Gwent Police have reviewed the current Policing Model and, following consideration of best practice models in other Police Forces, future funding expectations, HMIC feedback and the needs of the Public, a new Policing Model is being introduced.

The new Policing Model aims to create local policing areas with specialist officers based in each, thus increasing the number of frontline officers. The Model would provide a more joined up service with responsibility and accountability at the frontline.

A Panel Member highlighted that local knowledge is very important and sought further information on the local policing areas. It was highlighted that the Inspectors and senior teams have been appointed and assignment to local areas would begin in January. The new model aims to clearly identify to the public, the officers within each policing area and create a sense of ownership in the areas.

The Panel queried the process for monitoring the impact of the change and evaluating its success. The Deputy Commissioner advised that the review of the model was instigated as a result of feedback from officers and the public. The model encourages expertise within local areas, providing better investigation and response, which, in turn, would impact on victim satisfaction and public confidence. It is expected that future PEEL reviews would note the positive effect of the changes.

The Panel were pleased to note the new Policing Model and thanked the Deputy Commissioner for the update.

The Deputy Commissioner updated that the Victims and Witness Hub is scheduled to launch in April 2015 and will bring together a range of agencies and organisations to provide enhanced support, and enable the Police Force to work more effectively and efficiently with victims of crime. The Hub aims to provide support to the needs of a victim in the immediate aftermath of a crime and to reduce the long-term impact on future emotional, mental and physical wellbeing of victims. It's envisaged that support will be based on the needs of each individual with specialist interventions to cater for a broad range of victims.

The Panel noted that the work conducted within the Hub will, in the main, be conducted by volunteers, the training and recruitment of which is funded by the Commissioners Office. In addition, a full time Coordinator for the Hub has been appointed. It is hoped this person will be in post early in the New Year.

A Panel Member suggested that further work should be conducted to report outcomes back to witnesses, as often no feedback is received. The Deputy Commissioner confirmed that this will be part of the new arrangements and discussions are underway.

The Panel discussed hidden victims of crime, such as those dependant on illegal moneylenders and elderly persons targeted by rogue traders and organised crime. The Deputy Commissioner highlighted that significant efforts would be made to identify hidden victims, and self-referral would be promoted in order to assist victims.

The Panel Members thanked the Deputy Police and Crime Commissioner and noted the update.

6. 2014/15 TREASURY MANAGEMENT SIX – MONTH UPDATE REPORT.

The Panel were provided with an overview of the first Treasury Management Activity Report for 2014/15, which included investment and borrowing transactions.

The Panel considered the report and appendices and noted the Treasury Management Activity for the period 1st April 2014 to 31st October 2014.

7. TREASURY MANAGEMENT STRATEGY 2015/16 TO 2017/18.

The Panel were provided with an overview of the Treasury Management Strategy 2015/16 to 2017/18. Treasury Management covers borrowing, investing, banking and cash flow management. The report provided details of the four key annual legislative requirements, which were fulfilled within the report:

1. The setting of the Prudential Indicators relating to capital expenditure;
2. The Minimum Revenue Provision policy
3. The Treasury Management Strategy, and
4. The Investment Strategy in accordance with the Welsh Government's Guidance on Local Government Investments.

The Panel noted that the Commissioner is required to adopt and comply with the CIPFA Prudential Code for Capital Finance in Local Authorities and the CIPFA Code of Practice on Treasury Management. The Treasury Management Strategy 2015/16 to 2017/18 and the Treasury Management Practices were considered and noted by the Gwent Police and Crime Panel prior to approval by the Police and Crime Commissioner.

8. MEDIUM TERM FINANCIAL PLAN 2015/16 TO 2018/19.

Mr D. Garwood Pask provided the Panel with a report, which demonstrated the Group financial projections for the financial years 2015/16 to 2018/19, which identified a recurring deficit of £2.5m by 2018/19. The Panel noted that, as part of the on-going staying ahead programme, the financial projections included estimated recurring efficiencies amounting to £16.269m.

The 2015/16 budget setting round represents the second and final year of the 2013 CSR. The preceding 2010 CSR period (2011/12 to 2014/15), which required the delivery of significant financial efficiencies and budget reductions. The Staying Ahead programme was initiated to address these targets and has currently delivered cumulative recurring savings of £28.3m. CSR 2013 (which covers 2014/15 and 2015/26) continues the need to deliver further significant efficiencies and budget reductions.

The Medium Term Financial Plan (MTFPs) has been updated for the anticipated implications of CSR 2013 and now indicate a balanced budget can be achieved for 2015/16 after the application of £4.506m of potential Staying Ahead efficiency schemes and the use of £1.005m of reserves.

The Panel considered the report and appendices and debate ensued.

Concerns were raised by the Panel about the impact of the MTFP on the public. The Officer advised that the Home Office budget cuts were having an impact on a wide range of budgets, including the Police and Commissioner. However, the Panel were assured that the

Commissioner is well aware of the financial climate within Local Authorities in Gwent and will take this into consideration when making decisions.

The Panel discussed the overtime budget which showed an overspend and sought clarification on how this could be reduced. Officers explained that the overspend is as a result of a number of changes, the NATO Summit and the reduced establishment.

It was agreed that Councillor C. Mann (Caerphilly CBC) and Councillor P. Clarke (Monmouthshire CC) would meet with Mr D. Garwood Pask to discuss the Medium Term Financial Plan outside of the Panel meeting.

9. HMIC REPORT- POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY (PEEL) REVIEW OF GWENT POLICE 2014.

The PEEL reporting system was introduced for each police force area in 2014. The Judgements within the PEEL reports are based on HMIC inspections undertaken over the past 12 months. The Gwent Police and Crime Panel considered the report, which provided the findings under 3 key areas (Effectiveness, Efficiency, Legitimacy).

The Panel, having considered the report asked the following questions which, were answered by the Commissioner and Deputy Commissioner:

1. Reducing crime is a priority in your Police and Crime Plan. Why are the recorded crime rates in Gwent higher than the overall rate for England and Wales?

When conducting the review, the Inspectorate found no issue in the crime recording figures, however, the Commissioner's review highlighted disparity in recording practices. This is improving, however, the ethical recording of crime has had the effect of increasing the level of recorded crimes.

The Panel sought further clarification around the issues highlighted by the review, as it was felt that there has been some confusion around the crime recording statistics. It was confirmed that the review highlighted some confusion in the Home Office Counting Rules, however, officers now have a clear understanding, and as a result the statistics are more accurate.

2. One of the key responsibilities of a Police and Crime Commissioner and your Police and Crime Plan is to reduce crime. What strategies and processes do you have in place to reduce crime?

Various initiatives are in place, which are supported by the developing Crime Prevention Strategy. An area for improvement has been identified in training, which would be revisited.

3. What specific objectives have you set for the Chief Constable in terms of reducing Crime? How do you monitor those objectives?

The Commissioner and Chief Constable work together to develop a plan for reducing crime and objective setting and prevention is a primary focus throughout. In addition, the work of the Strategic Commissioning Board focuses on crime prevention. The funding provided to external organisations are closely monitored.

4. HMIC raised serious concerns about victim satisfaction, victim risk assessments and the force's ability to identify vulnerable victims. Likewise, there were concerns around anti-social behaviour. I understand plans are being made for a new victim hub service and operating model to address these issues but:

- What specific improvements will these initiatives bring about?

- What goals have you set for the new services?
- How will victim satisfaction be measured and monitored?

The Panel noted that with the implementation of the Victim Support Hub and the new Policing Model, there should be a significant improvement in public confidence and victim satisfaction.

5. Tackling anti-social behaviour is another priority of the Police and Crime Plan but instances of anti-social behaviour are on the rise and HMIC report the force is not clear why this is the case. Can you explain the rise in anti social behaviour and what work is being done by the force to better understand the reasons?

At the time of the inspection, there was an increase in ASB, the reason for which was unclear. Later research has demonstrated that it was as a result of the summer weather and the review conducted on the crime recording statistics.

6. What actions do you intend to take to ensure the Chief Constable addresses HMIC's concerns about the limited supervision and oversight of investigations and, in particular, cases of domestic abuse?

There have been a number of tragic cases in Gwent, however the Force are looking at best practice in Durham and conducting a peer review in order to improve the current systems. In addition, the review of the Policing Model and the implementation of the Victims and Witness Hub should assist to address the concerns raised as part of the HMIC Review.

7. Domestic abuse services were strongly criticised by HMIC. Lack of clarity for investigating high risk domestic abuse cases, risks in the way the force reports such cases, lack of robust procedures to identify repeat or vulnerable victims and inconsistencies in risk assessing victims. What steps have you put in place to make improvements?

In order to improve the service provided to victims of Domestic Abuse, Officers are receiving training in order to deal more effectively with victims needs. Processes would be closely monitored to ensure that the investigations are correctly conducted.

The new Policing Model would ensure greater consistency of service provided at a local level. In addition, the Victims and Witness Hub would provide additional support to victims.

8. Large-scale cyber crime was also mentioned as an area for improvement. What improvements are necessary to address this issue?

Cyber Crime is a rising issue nationally. As a result of the NATO Summit, a plan has been devised for police response in the event of a cyber attack, which has been shared as best practice, however, this plan was not in place at the time of the Review.

9. The report states that more officers will have to be lost in order to balance the books in future years. What's your view on this and how will you ensure that the right mix of skills and knowledge are retained within the force?

There are big financial challenges expected and the loss of Officers is anticipated through natural wastage, a model has been devised, which is presented in the Financial Plan.

10. What plans have been made to strengthen the Police Standards Department following HMIC's findings that there are some instances of poor decision making and record keeping and the department lacks the necessary staff resources?

The Commissioner provided that anecdotal evidence demonstrated that the Department is improving and issues identified would be addressed through the Victims and Witness Hub.

In addition, the savings requirements have impacted upon services, with budgets being top sliced to bolster the IPCC.

11. The 2012/13 Crime Survey shows that Gwent Police lag behind the national average by about 10% on the indicators of 'those that think the police do an excellent or good job' (Gwent 53, national average 61) and 'the police deal with local concerns' (Gwent 54, national average 60). What actions have you taken to improve the public's perception of the force?

The new Policing Model, which aims to bring focussed policing back to local areas, is one of the steps taken to improve public perception. In addition, a new system is being implemented for call/contact recording, which can provide statistical information.

12. The Deputy Chief Commissioner recently conducted a review of crime recording with the Chief Constable. Were HMIC's findings based on the past or current crime recording procedures?

In June 2013 a review of the crime recording procedures was conducted, in which some disparity was identified. As a result, HMIC were contacted and conducted a review of Gwent Police, followed by 6 other Forces, which resulted in a report. The report demonstrated no significant issues, however, an internal review identified some discrepancies and confusion with Home Office Counting Rules.

The Panel thanked the Commissioner and Deputy Commissioner for their responses and were pleased to note the progress being made to meet the recommendations. Further progress reports would be provided to the Panel in due course.

The Panel thanked the Officers for the reports and wished everyone a Merry Christmas and Happy New Year.

The meeting closed at 1.30 pm.

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PCC Verbal Update, 12th December 2014:

To include:

- Partnership Fund
- Victims Hub
- Re-opening of Police Stations
- Restorative Justice
- Positive Futures

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OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police & Crime Budget and Precept Proposal 2015/16

DATE: 23rd January 2015

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 2015/16 of £117,773,547;
- (ii) The planned efficiency savings, and reserve utilisation in 2015/16 of £6.027m, as detailed in Appendices 4a, 4b, 4c, 5a, 5b and 7 of the Annexe to this submission;
- (iii) The initial Capital Programme as described in Appendix 8;
- (iv) The further proposed utilisation of the reserves (Appendix 7); and
- (v) The 2015/16 proposed precept to be levied in respect of general expenses of £44,856,814 (equivalent to a Council Tax Band D of £211.62) 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	4,193,286	19,815.17
Caerphilly	12,552,905	59,318.14
Monmouthshire	9,430,071	44,561.34
Newport	11,757,615	55,560.04
Torfaen	6,922,937	32,714.00
Total	44,856,814	211,968.69

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

Council Tax Band	£
A	141.08
B	164.59
C	188.11
D	211.62
E	258.65
F	305.67
G	352.70
H	423.24
I	493.78

2. INTRODUCTION & BACKGROUND

The Commissioner is required to determine the budget for 2015/16 and then

	<p>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 2015/16, 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 2015.</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 at unprecedented levels, 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>Consideration has been given to the requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</p>
9.	<p><u>RISK</u></p> <p>A timely decision on the precept will minimise the risk of failing to achieve the statutory deadline.</p>

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 and Deputy Chief Executive 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 2015/16****COMMISSIONER'S INTRODUCTION**

As the Police and Crime 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 April 2015 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 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 Police and Crime Commissioner (Commissioner) is required to determine the Police and Crime Budget for 2015/16 and set the council tax precept, prior to 1st March 2015, after taking into account the views of the Police and Crime Panel in relation to the level of precept.
2. 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 2015/16, the report will include the longer term financial issues facing the police service in Gwent and the wider portfolio of Commissioner's responsibilities.
3. 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.

4. 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 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, forecast for announcement post-election, is expected to continue the unprecedented cuts up to 2018/19. Both CSR 2013 and the expected 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 £31.692m of cashable efficiency savings between 2008/09 and 2014/15.
5. The latest MTFPs have been updated following receipt of the Provisional Police Funding Settlement on the 17th December 2014. They now indicate a recurring budgetary imbalance for the 2015/16 financial year of £6.027m (Appendix 1b, Line 19), increasing to £22.278m by 2018/19.

PROVISIONAL GRANT SETTLEMENT

6. On the 17th December 2014, the Provisional Police Funding Settlement was announced (i.e. the Central Government Grant funding from both the Home Office (HO) and Welsh Government (WG)). Consultation on this provisional settlement will run until the 22nd January 2015. The final settlement will be issued shortly after this date. The Provisional Police Funding Settlement for 2015/16 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 Home Office in 2014/15, has increased by a further £20m to a value for 2015/16 of £70m. The increase will be funded by a further top slice 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 2015/16, 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) In 2014/15, the Home Secretary decided to allocate funding to other specific areas where there is a national policing interest. This allowed the expansion of the Independent Police Complaints Commission, to deal with all serious and sensitive cases involving the police. For 2015/16, it has been decided that a further £30m will be provided from the police settlement to allow the IPCC to focus on delivering significantly more independent investigations. In addition, £4.5m of funding will also be provided during 2015/16 from the wider HO budget to cover capital investment costs;
 - d) £4.6m of funding will 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. This funding shows an increase from the 2014/15 top slice of £1.8m;
 - 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 2015/16 this amounts to £2.8m, an increase of £0.3m; and
 - f) The Home Secretary has decided to allocate three new funding streams for 2015/16. The first, the Major Programme Fund, will provide £40m to support the continuing development of the Emergency Services Mobile Communications Programme, Home Office Biometrics and the National Police Data Programme. The second, the Police Special Grant, provides £15m of contingent funds for police forces facing unplanned or unexpected additional pressures, which might otherwise place them at financial risk. Finally, a sum of £5m of funding has been set aside to develop the Police Knowledge Fund.
7. As anticipated, there have been no major developments with regard to the Police Funding Formula Review. Current damping arrangements have been maintained, which means every Commissioner and police force area will face the same percentage reduction in core Central Government Grant funding.

8. In summary, the effect of the overall Home Office Departmental cut, coupled with the top slicing decisions above, is a reduction in Central Government Grant funding between 2014/15 and 2015/16 of 5.11%. Previous iterations of the MTFP assumed this reduction to be 4.50%. The difference is primarily down to the unforeseen new top slices at paragraph 6. f) above.
9. Further points of note regarding the Provisional Police Funding Settlement for 2015/16 are detailed in the following paragraphs:
 - a) The top slicing for the National Police Co-ordination Centre (NPoCC) and the proposed top slicing for the National ICT, worth £2.3m and £69m respectively will no longer happen, with the Home Office charging police forces instead to recover this funding; and
 - b) 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, Community Support Officer (CSO) local partner schemes, etc.). This report has been prepared on the assumption that funding will remain at the 2014/15 level.
10. The revenue support from the WG for Gwent's Private Finance Initiative (PFI) funded Ystrad Mynach Police Station and Custody Suite, totalling £0.648m, 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.
11. Furthermore, 2015/16 funding for the 101 (whole time equivalent) WG PCSOs is subject to a separate confirmation process, which is currently estimated to amount to £3.359m.
12. The HO provided indicative Provisional Capital Allocation for 2015/16 only. This forms the basis of the draft Capital Programme. The allocation of £1.100m continues to be reduced as a result of top slicing to fund the National Police Air Service (NPAS). The Home Secretary has also indicated that consideration will be given to further allocations to support the Communications Capabilities Development (CCD) and Emergency Services Mobile Communications (EMSCP) programmes.

COUNCIL TAX ISSUES

13. For 2015/16, Council Tax Freeze grants will continue to be available to Commissioners in England. The scheme remains however, unavailable to Welsh Commissioners.
14. 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.

15. MTFPs that have previously been issued during this budget setting cycle have assumed council tax increases of between 3.50% and 4.00% per annum over the four year projected period. This budget proposal now indicates council tax increases of 3.99% for 2015/16 and 4.00% for 2016/17, 2017/18 and 2018/19. Appendix 1a shows the impact that incremental changes on the precept rate would have on funding assumptions for 2015/16.
16. The introduction of the Council Tax Support Scheme in 2013/14 impacted to varying degrees upon the individual tax bases of the Local Authorities. Some revisions have been made to these for the 2015/16 bases regarding to re-assessments of collection rates and increases in properties, which have resulting in a growth 1.0797%. Future year increases have been assessed to continue at this rate of growth.

MEDIUM TERM FINANCIAL PROJECTIONS 2015/16 to 2018/19

17. 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.
18. Although a balanced budgetary position could be achievable for 2015/16, this is dependent upon the delivery of efficiency schemes and the non-recurrent use of reserves. 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.
19. 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 2015/16 of 4.00%; and
 - ii Specific Grants, which have yet to be confirmed, have been assessed to remain at 2014/15 levels or at provisionally indicated amounts.
 - b) Council Tax Precept and Base:
 - i An increase in Council Tax Precept of 3.99% for 2015/16 and 4.00% for 2016/17, 2017/18 and 2018/19. 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 2015/16 by 1.0797%. This reflects some amendments to the collection rates and increases in

property numbers. It has been assumed that for 2016/17 onwards, the council tax base growth will continue at this rate.

20. 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 2018/19 of 1,147 wte. At the start of 2015/16 it is expected that the actual establishment will be 1,241 wte, reducing to 1,215 wte during the year. Reductions in the police officer establishment are a core component of the Staying Ahead Programme. Recruitment requirements will be constantly under review and modest recruitment may be possible to meet particular specialist needs or to support longer-term sustainability.

b) Police Staff Establishments:

- i The police staff establishment will need to complement and support the police operational model. Whilst design of the police operating model is at an advanced stage, the police staff establishment is not at as defined a position. Early indications in the MTFP plans are that a likely sustainable establishment by 2018/19 would be circa 545 wte (excluding PCSOs). At the start of 2015/16 it is expected that the actual establishment will be 632 wte, reducing to 621 wte during the year, based on retirements alone. The PCSO establishment is anticipated to commence 2015/16 at 198 wte. Forecasting this establishment is difficult to predict due to the potential pressures of other forces recruiting police officers. 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 2015/16.

c) Pay awards, allowances, enhancements etc.:

- i Pay Award for police officers and police staff in 2015/16 to 2018/19 of 1.5%.

d) Non-staff inflation (2015/16 to 2018/19):

- 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. Furthermore, based on historic trends of new annual recurring pressures, the MTFP has been updated to reflect an assumed level (£1.000m) of contingent service developments in each of the final three 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. The funding of the capital strategies is discussed within the 'Reserves' section of this report.

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

21. The financial implications of the current CSR were such that the Staying Ahead Programme was re-focused to oversee the delivery of a new generation of savings schemes. The major component therefore within the 2015/16 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 2014/15 budgets through the bottom-up budget setting exercise. 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 future estimated reductions relating to police officer allowances;
- b) Appendix 4b – this details the accelerated savings that have been realised under Phases 6 and 7 of the Staying Ahead Programme within the 2014/15 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 2018/19. The timing and delivery of these savings are heavily influenced by the ability to manage the reductions in real terms and may impact on the in-year ability to achieve financial balance – this could require the utilisation of non-recurring reserves. Phase 8 is currently working towards the finalisation of an operational policing model for implementation from 1st April 2015. Further plans for the enabling departments will be identified upon completion of this initial stage. Work that is currently in progress on existing schemes under previous Staying Ahead phases will continue, unless they no longer remain viable, or are not viewed as complementary to Staying Ahead Phase 8. The principles that will be followed for this latest phase are as follows:
 - One message - consistent approach;
 - Protect the front line;
 - Focus on non-pay;
 - Flatten supervisory structures;

- Remove organisational barriers;
- Pump Priming / Invest to save;
- Consideration of precept;
- Enhanced commissioning;
- Support for greater collaboration; and
- Support in reviewing all areas.

This will ensure the delivery of the Commissioner's priorities through the design and implementation of a sustainable service delivery model.

22. Appendices 5a and 5b highlight a range of scenarios indicating how the police officer and staff establishments could reduce over the following three years (the solid coloured lines), set against the planned reductions in establishment through the implementation of known Staying Ahead schemes (the dotted black line).

REVENUE OUTTURN 2014/15

23. A key component in the setting of the 2015/16 budget is the financial performance in the current financial year. Monthly financial management reports are produced and scrutinised at both the Office of the Commissioner's Executive Board and also the Force's Chief Officer Team meetings on a monthly basis. From Period 5 each year (August) these reports include a financial outturn indicating the expected variance of total annual expenditure against the full-year budget at the year-end (i.e. the 31st March). Consistently over recent years, the Commissioner's (and the Police Authority before him) 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 2015/16 and future planned efficiency schemes in forthcoming financial years, the Commissioner is faced with an (as yet) unmet recurrent deficit of £1.342m in 2018/19, the 2014/15 forecast year-end variance is academic in future funding decisions. It does however provide two key benefits. It provides 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. 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) or to provide pump-prime funding to deliver recurrent efficiency schemes.
24. For completeness in the budget setting scrutiny however, the following section provides extensive detail regarding the 2014/15 financial performance of the Commissioner's Group.
 25. At 30th November 2014, the Revenue account shows savings of £3,739,000 (Appendix 6a, Line 32) for the first eight months of the 2014/15 financial year.
 26. Police Officer Salaries and Allowances show total savings against budget of £1,956,000 (Appendix 6a, Line 1). These savings are primarily due to the Force being below the authorised level of officers provided for at budget setting. It is anticipated that the majority of these savings will be recognised as recurring efficiencies and shown as Identified Recurring Savings (Appendix 6a, Line 16) as posts are removed from the authorised establishments as part of the Staying Ahead Review.
 27. At the end of November 2014, the actual police officer establishment stood at 1,262.68 wte, 96.83 wte below the authorised number of 1,359.51 wte. This is consistent with the flight path profiling.
 28. Police Staff Salaries and Allowances show an overspending of £72,000 (Appendix 6a, Line 2). This overspending reflects the early recognition of savings arising from the removal of posts as efficiency savings. The underlying position reflects savings relating to vacancies within the authorised establishment. It is anticipated that the majority of these vacancy savings will be recognised as recurring efficiencies and shown as Identified Recurring Savings (Appendix 6a, Line 16).
 29. At the end of November 2014, the actual staff establishment stood at 837.15 wte (including 99.03 wte Force funded PCSOs and 99.02 wte Welsh Government funded PCSOs), against the current authorised establishment of 907.19 wte (including 245.80 wte PCSOs). The 70.04 wte vacancies against substantive posts are partly offset by the 48.00 wte agency staff currently in Force.
 30. At the end of November 2014, PCSO Salaries and Allowances showed savings of £894,000 (Appendix 6a, Line 3), which are as a result of being 47.76 wte under the authorised establishment of 245.80 wte. In the 2014/15 budget proposal, it was suggested that 34.3 wte posts could be released as efficiency savings. Work is progressing in the identification of these posts and is anticipated to be completed before the end of the calendar year.
 31. To provide further information with respect to the workforce numbers, Appendix 6b shows an analysis of both Police Officers and Police Staff establishments by Service Area.
 32. Police Officer Overtime and Enhancements have overspent by £338,000 (Appendix 6a, Line 4) by the end of November. In relation to core Force activities, whilst minor savings have been made in relation to bank holiday enhancements,

these are overshadowed by the overspending on normal overtime. Overtime worked on Operation Ismay is more than originally planned, however, it is anticipated that this will be reclaimable from the HO and therefore does not impact on the overall financial performance.

33. At the end of November 2014, Police Staff Overtime and Enhancements and PCSO Overtime and Enhancements (Appendix 6a, Lines 5 and 6) showed a combined saving of £110,000. Enhancements are the main contributing area, which reflects the vacancies held, predominately within the PCSO establishment. As with Police Officer Overtime, overtime worked on Operation Ismay is more than originally planned, however, it is anticipated that this will be reclaimable from the HO and therefore does not impact on the overall financial performance.
34. Other Employee Related Costs (Appendix 6a, Line 7) show savings of £72,000 to the end of the period. The main contributors to these savings are Training Costs (£75,000) and Employer Insurance (£34,000). These are partly offset by overspending on Medical Costs (£11,000), Police Officer Injury Pensions (£16,000) and Recruitment Costs (£10,000).
35. Premises Costs show savings of £356,000 (Appendix 6a, Line 8) to the end of the period. The main areas of saving are Property Repairs and Maintenance (£143,000), Utilities (£78,000), Business Rent and Rates (£99,000), and Contracts and Testing (£59,000). These are partially offset by overspending on Cleaning and Waste Disposal (£21,000) and Building Insurance (£3,000). With the exception of Property Repairs and Maintenance, the majority of these variances are anticipated to continue for the remainder of the year.
36. At the end of November 2014, Transport Costs showed a saving of £134,000 (Appendix 6a, Line 9). The principal areas of saving are Petrol and Diesel (£116,000), which are due to reduced fuel usage combined with lower than anticipated fuel prices, lower than expected Vehicle Insurance Premiums (£30,000), Vehicle Hire (£30,000), the South East Wales Helicopter Contract (£30,000) and Police Vehicle Recovery (£23,000). These are partially offset by overspending on Vehicle Repair and Maintenance (£33,000), Mileage (£29,000) and Travel and Subsistence (£33,000). With the exception of fuel and insurance, it is anticipated that the majority of these variances are due to timing issues, but will be monitored throughout the year.
37. Supplies and Services (Appendix 6a, Line 10) show overall savings of £342,000 for the financial year to date. The main contributing areas of saving are:

		£
a)	Uniforms	94,000
b)	Police Surgeons	71,000
c)	Hardware/Software	69,000
d)	DNA Testing and Forensics	64,000
e)	Telephony Investigation	51,000
f)	Insurance Premiums	48,000
g)	Dangerous Dogs	20,000
h)	Printing Postage and Stationery	18,000
i)	Other Professional Services	12,000

These savings, in part, are offset by overspendings in the following areas:

		£
a)	Communication Costs	55,000
b)	Non-Operational Equipment	42,000
c)	Operational Equipment	8,000

These variances will be monitored throughout the year.

38. The 2014/15 budget proposal included £3,577,000 of efficiency scheme savings. At the commencement of the year, the base budget reflected £3,222,000 of savings that 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. At the end of November, a balance of £1,964,000 remains to be achieved. The savings achieved through the Staying Ahead Review are monitored through the Assurance Board.
39. Investment Income shows a small surplus of £14,000 to the end of November. The returns received continue to reflect the reduced levels being experienced in the market and the avoidance of risk in choosing investment opportunities.
40. Additional Other Income of £269,000 has been received to the end of the period. The notable contributors to this are:

		£
a)	Specified Police Proceedings	202,000
b)	Special Duties	32,000
c)	Reports and Interviews	29,000
d)	Vehicle Disposals	28,000
e)	SMP Credits	25,000
f)	Miscellaneous Income	16,000
g)	Abnormal Loads	15,000
h)	Mutual Aid	15,000

These are partially offset by shortfalls in income relating to Income Generation Schemes (£106,000).

41. Operation Ismay

42. The NATO Summit (Operation Ismay) took place in early September 2014.
43. At the end of the period, £18,983,000 of expenditure had been incurred, with an initial payment of £11,869,000 being received from the HO. A further payment of £6,497,000 is expected in February 2015. The variance of £617,000 relates to planning team opportunity costs which are covered in the overall Commissioner's financial position.

44. It is currently estimated that £22,366,000 of recoverable expenditure will be recorded within the Gwent Police position during 2014/15.

45. Forecast Outturn

46. This financial year is unique, due to the impact of Operation Ismay on the expenditure patterns of normal business. With operational and support activities now returning to normal, it is anticipated that the timing and volume of expenditure will now experience increased activity until the end of the financial year. As a result, it is anticipated that the forecast outturn will be refined further over the coming months. Due to this, a verbal update on the Month 9 (December 2014) financial position will be provided to the Police and Crime Panel meeting on the 23rd January 2015.
47. The forecast outturn position for the financial year is an overall saving of £3,111,000 (Appendix 6a, Line 32). The main contributing areas to this forecast are detailed below.
48. It is anticipated that Police Officer Salaries and Allowances will generate a saving of £3,759,000 (Appendix 6a, Line 1). This is due to the force being below the authorised officer establishment. It is currently 96.83 wte below the authorised level. The level of under-establishment is anticipated to increase further to 118.83 wte by the end of the financial year, which is in line with the flight path projections.
49. Police Staff Salaries and Allowances (Appendix 6a, Line 2) are anticipated to save £87,000. The actual staff establishment currently stands at 22.28 wte below the authorised level; this is predicted to grow in the flight path projections to 28.99 wte by the end of the financial year. This does not reflect the temporary agency staff currently in force.
50. A saving of £258,000 is currently forecast for PCSO Salaries and Allowances (Appendix 6a, Line 3). The Force is currently below the authorised establishment by 47.76 wte PCSOs. However, in the 2014/15 budget proposal, it was suggested that 34.3 wte posts could be released as efficiency savings. Work is progressing in the identification of these posts and it is forecast that this will be completed before the end of the calendar year.
51. Police Officer Overtime and Enhancement payments are forecast to produce overspendings of £277,000 (Appendix 6a, Line 4). This overspend is based on the continuation of higher than expected ordinary and rest day overtime expenditure, and bank holiday overtime expenditure remaining at budgeted levels.
52. Police Staff and PCSO Overtime and Enhancements are estimated to save £237,000 (Appendix 6a, Lines 5 and 6) in line with expenditure incurred to date.
53. Other Employee Related Costs (Appendix 6a, Line 7) are forecast to overspend by £44,000. The main areas of overspending are the Police Pension Scheme

(£123,000), Recruitment Costs (£17,000) and Medical Schemes (£2,000). Savings are anticipated in relation to Training Costs (£64,000) and Employee Insurance (£34,000).

54. Premises Costs (Appendix 6a, Line 8) are expected to generate savings of £125,000. This comprises principally of savings on Property Repairs and Maintenance (£33,000), Rent (£154,000) and Business Rates (£24,000). This is partly offset by overspending on Utilities (£15,000), Cleaning & Waste Management (£63,000) and Building Insurance (£3,000).
55. Transport Costs are forecast to save £383,000 (Appendix 6a, Line 9). This is primarily due to savings on Petrol and Diesel (£371,000), Vehicle Hire (£44,000), Vehicle Insurance (£38,000), Helicopter (£47,000) and Fares and Subsistence (£14,000). These are offset by anticipated overspends on Mileage Allowances (£44,000) and Spares, Repairs and Tyres (£115,000).
56. Supplies and Services (Appendix 6a, Line 10) are forecast to make savings of £798,000. The main contributing areas of savings are:

		£
a)	Other Professional Services	266,000
b)	Collaborative Scientific Support Unit	180,000
c)	Police Surgeons	150,000
d)	Collaborative Firearms Unit	100,000
e)	Uniforms	86,000
f)	Operational Equipment	82,000
g)	Telephony Investigation	70,000
h)	Custody Prisoner Costs	43,000
i)	Interpreter Costs	30,000
j)	Dangerous Dogs	29,000
k)	Insurance Premiums	24,000
l)	Toner Cartridges	24,000
m)	Vehicle Recovery	11,000
n)	Police Dogs	5,000

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

		£
a)	Communication Costs	196,000
b)	Non-operational Equipment	69,000

c)	Hospitality Costs	20,000
d)	Operational Equipment	18,000

58. It is anticipated that the Major Incident Fund will generate savings of £50,000 (Appendix 6a, Line 11); however, this is highly dependent upon operational demand and could potentially experience significant change.
59. Pro-active Operational Initiatives (Appendix 6a, Line 12), is forecast to break even, however, this is highly dependent upon operational demand and could potentially experience significant change.
60. At present, a shortfall of £1,964,000 is forecast in respect of Identified Recurring Savings (Appendix 6a, Line 16). This represents the balance of Staying Ahead schemes that have yet to be achieved. Realisation of these schemes will impact upon the Police Officer and Police Staff lines.
61. Other Income (Appendix 6a, Line 18) is forecast to produce a deficit of £266,000. The main contributing areas of surplus are:

		£
a)	Specified Police Proceedings	300,000
b)	Reports	43,000
c)	Rental Income	11,000

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

		£
a)	Income Generation	150,000
b)	WG PCSO Grant	150,000
c)	Partnership Schemes	107,000
d)	Home Office ARIS Funding	100,000
e)	Regional Federation Funding	45,000
f)	CTSA Funding	35,000
g)	Immigration Detainee Income	15,000
h)	Dedicated Line Charges	11,000

62. Some of these shortfalls have arisen through changes to delivery since the setting of the 2014/15 budget, whereas others are due to vacancies and removal of service. In these cases, the shortfalls are offset by savings recorded in other areas of the budget.
63. The final claim for Operation Ismay is currently being prepared and it is anticipated that this will be completed and submitted to the HO before the close

of the financial year. Until all of the transactions have been collated, checked and their treatment verified, it is difficult to estimate the eventual outturn and the impact upon the overall financial performance of the Group.

64. In summary, the forecast year-end position on the revenue budget shows accumulated savings of £3,111,000. As previously indicated, the positive forecast year-end variance is scrutinised to assess whether it has resulted in excess budget being set in certain areas, or whether the variance has arisen due to a planned efficiency scheme occurring ahead of plan. Therefore, at this stage in the financial year, the split is as follows:

- a) £2,750,000, allocated to accelerated efficiency schemes e.g. The impact of not filling police officer and police staff vacancies as they arise, which supports the delivery of the Staying Ahead Programme. This is a recurring saving and is reflected in-part in Appendix 4b; and
- b) £361,000 allocated to excess budgeting e.g. favourable market forces that have resulted in significant savings in vehicle fuel budgets. This is recurrent budget reduction as is reflected in changes to the base budget in Appendix 1b.

Consistent with recent financial years, the vast majority of the forecast year-end variance is attributable to accelerated efficiency savings.

65. Capital Programme (Appendix 6c)

66. The Revised Annual Budget on proposed schemes for 2014/15 is £6,096,000.
67. The Programme for 2014/15 will be funded from Home Office funding in the form of Capital Grant and Innovation Fund Grant, combined with Specific Capital Reserves and receipts from the sale of premises.
68. Expenditure to date amounted to £1,022,000 of which, £897,000 related to Vehicle purchases, £64,000 to ICT and Force Projects and the remaining £61,000 to Estate Schemes.
69. It is currently forecast that, by the end of the financial year, £4,042,000 will have been spent on the Capital Programme. Some schemes are envisaged not to be completed by the end of the year, and their delivery has been rolled into 2015/16. The principal schemes contributing to this slippage are the Replacement ICCS System (£500,000), Enterprise Resource Planning System (£500,000) and Voice Over Internet Protocol (£306,000).

RESERVES (Appendix 7)

70. Appendix 7 provides a summary of the Commissioner's Reserves and Sinking Funds over the following four years.

71. The General Fund (Appendix 7, Line A1), remains at a satisfactory level and within accepted boundaries of cover to fund working capital and exceptional operational requirements.
72. The Precept Top-up Reserve (Appendix 7, Line A2) is still forecast to be used to support the revenue budget position. The MTFP forecasts indicate that this fund will need to be used in 2015/16, with the remainder being fully utilised in 2016/17.
73. Through prudent financial management and the success to date of the Staying Ahead Programme, specific reserves have been built up to address the requirements for pump-priming the continuing Staying Ahead Programme and to also deliver the Capital Programme for 2015/16, 2016/17 and 2017/18. Beyond this timeframe, alternative sources of funding, potentially from within the totality of reserves, will need to be identified. The remaining Earmarked and Capital Reserves are still considered necessary and sufficient for the purposes that they were created.
74. Similarly, the PFI and Airwave Sinking Funds are still considered to be adequate to address their respective requirements over the life-cycles of each scheme. Importantly, the current PFI scheme is subject to an ongoing external review, which could see the part-utilisation of the sinking fund to restructure the financing of the scheme, thereby generating recurrent savings in the annual charge for the premises.
75. It should be noted however, that utilising existing reserves to address short-term funding shortfalls will have an adverse effect on the delivery of the schemes listed in the previous points, and more importantly, provide for an unsustainable recurrent budget moving forward.

CAPITAL PROGRAMME 2015/16 (Appendix 8)

76. The initial capital investment requirements over the next four years are emerging as the implementation of the Estate, Fleet and IS strategies are progressed.
77. 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.
78. The development of the Staying Ahead Programme will present investment requirements which will generate efficiency opportunities that should present cashable savings. The development of Phase 8 of the Programme is in its early stages, so quantification of potential investment requirements is not advanced to a point that can allow estimation.
79. The provisional funding announcement for the capital grant of £1.100m 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

80. 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;
- 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.
- d) The success of future commissioning opportunities, specifically utilised 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

81. The revenue budgetary requirement for 2015/16 is the net position of:

- a) The base recurring requirements;
- b) Efficiency savings and recurring budget reductions realisable in 2015/16;
- c) Non-recurring revenue requirements in 2015/16; and
- d) Non-recurring savings which are realisable in the year and reserve utilisation.

82. The gross base recurring requirement for 2015/16 is £123.800m (Appendix 1b line 9) which, when reduced by efficiency savings and non-recurring reserve contributions totalling £6.026m, leaves a budget requirement for the year of £117.774m.

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

	£
Police Grant	43,220,463
Revenue Support Grant	16,608,642
National Non-Domestic Rates	<u>13,087,628</u>
	<u>72,916,733</u>

Deducting total general grant from the budget requirement of £117,773,547 leaves income to be raised from council tax of £44,856,814.

84. 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	
	2014/15	2015/16
Blaenau Gwent	19,643.05	19,815.17
Caerphilly	59,011.54	59,318.14
Monmouthshire	44,199.96	44,561.34
Newport	54,965.79	55,560.04
Torfaen	<u>31,884.00</u>	<u>32,714.00</u>
Total	<u>209,704.34</u>	<u>211,968.69</u>

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

	Actual 2013/14	Proposed 2014/15
Council Tax	£42,674,833	£44,856,814
Band D Tax	£203.50	£211.62
Increase on previous year (£)	£5.27	£8.12
Increase on previous year (%)	2.66%	3.99%

86. 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	141.08
B	7/9	164.59
C	8/9	188.11
D	9/9	211.62
E	11/9	258.65
F	13/9	305.67
G	15/9	352.70
H	18/9	423.24
I	21/9	493.78

87. 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

88. 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.
89. The same Section requires the Commissioner to have regard to the Chief Finance Officer's report when making decisions about precepts.
90. Core grants from the HO and WG currently fund approximately two thirds of the revenue budget requirement for policing in Gwent. Both CSR 2010 and CSR 2013 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%, 2013/14 a reduction of 4.76% and the provisional settlement for 2015/16 a further cut of 5.11%. In total therefore, the budget available for policing and crime in Gwent has experienced nearly a 25% cash reduction over 6 years. When the effect of inflation is built in, the real reduction is approaching 40%. The current financial situation in the UK and rest of the European Union suggests that further significant cuts in grant funding will follow from the next CSR later this year.
91. 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.
92. 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 2014/15, Members of both the Police and Crime Panel and Joint Audit Committee received progress reports on the 2015/16 budget and beyond and were able to examine both the proposals and the process followed. In addition to previous years' scrutiny, in March 2014, Members of the Joint Audit Committee undertook a 'deep dive' examination of both the MTFP compilation and the detailed budget setting process. Members were able to provide assurance following this session as to the robustness of the entire budget setting process. 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.

93. Appendix 7 to this report shows details of the Commissioner's reserves and sinking funds. The Force's Assistant Chief Officer - Resources and I continually review the adequacy of reserves, sinking funds and provisions. In addition, in September 2014, I undertook a thorough review of the reserves and sinking funds and reported my findings to the Police and Crime Panel.
94. 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. At the time (and also following the September 2014 review) the Assistant Chief Officer - Resources and I considered that this was a prudent level of general reserve for the policing body, 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.
95. In relation to the earmarked revenue reserves, earmarked capital reserves and the two sinking funds; having recently undertaken a fundamental review, I am content on the need and sufficiency of the amounts reported.
96. 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 Budget Reductions
Appendix 4b	-	Staying Ahead Schemes Delivered 2014/15
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 2014/15 as at 30 th November 2014
Appendix 6b	-	Establishment Summary as at 30 th November 2014
Appendix 6c	-	Capital Programme as at 30 th November 2014
Appendix 7	-	Reserves and Sinking Funds
Appendix 8	-	Capital Programme 2014/15 to 2017/18

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Impact of Incremental Precept Changes

Assumption	Base Growth	Precept Growth	Base Growth	Precept Growth	Total Growth	Increase / (Decrease)
	%	%	£	£	£	£
	1.08%	5.00%	460,795	2,157,842	2,618,637	436,656
	1.08%	4.50%	460,795	1,941,634	2,402,429	220,448
	1.08%	4.00%	460,795	1,725,426	2,186,221	4,240
	1.08%	3.99%	460,795	1,721,186	2,181,981	0
	1.08%	3.50%	460,795	1,509,217	1,970,012	-211,969
	1.08%	3.25%	460,795	1,401,113	1,861,908	-320,073
	1.08%	3.00%	460,795	1,295,129	1,755,924	-426,057
	1.08%	2.99%	460,795	1,288,770	1,749,565	-432,416
	1.08%	2.75%	460,795	1,187,025	1,647,820	-534,161
	1.08%	2.66%	460,795	1,146,751	1,607,546	-574,435
	1.08%	2.50%	460,795	1,078,921	1,539,716	-642,265
	1.08%	2.25%	460,795	970,817	1,431,612	-750,369
	1.08%	2.00%	460,795	862,713	1,323,508	-858,473
	1.08%	1.75%	460,795	754,609	1,215,404	-966,577
	1.08%	1.50%	460,795	646,505	1,107,300	-1,074,681
	1.08%	1.25%	460,795	538,401	999,196	-1,182,785
	1.08%	1.00%	460,795	432,417	893,212	-1,288,769
	1.08%	0.75%	460,795	324,313	785,108	-1,396,873
	1.08%	0.50%	460,795	216,208	677,003	-1,504,978
	1.08%	0.25%	460,795	108,104	568,899	-1,613,082
	1.08%	0.00%	460,795	0	460,795	-1,721,186

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
At 23rd January 2015

	(a)	(b)	(c)	(d)	(e)
	2014/15 Actual £'000s	2015/16 Forecast £'000s	2016/17 Forecast £'000s	2017/18 Forecast £'000s	2018/19 Forecast £'000s
1 Effect of Pay Awards and Increments (Appendix 2)	1,722	2,326	2,513	2,589	2,626
2 Non-Staff Inflation (Appendix 2)	394	594	627	662	703
3 Loss of Home Office Grant Funding	1,369	0	0	0	0
4 In Service Pressures / Developments (Appendix 3)	449	1,466	3,591	1,050	1,050
5 Identified Savings (Appendix 4a)	-4,732	-104	-104	-104	-104
6 Unavoidable Cost Increases	-798	4,282	6,626	4,198	4,275
7 Gross Budget Movement	-798	4,282	6,626	4,198	4,275
8 Recurring Base Budget Brought Forward	120,316	119,518	123,800	130,426	134,624
9 Projected Budgetary Requirement	119,518	123,800	130,426	134,624	138,900
10 % Increase on Previous Years Base Budget	-5.10%	3.58%	5.35%	3.22%	3.18%
Funded from :					
11 Funding (Appendix 2)					
12 Central Government Funding					
13 Police Grant	-46,169	-43,220	-41,492	-39,832	-38,239
14 Revenue Support Grant	-17,156	-16,609	-15,944	-15,307	-14,694
15 National Non-Domestic Rates	-13,519	-13,088	-12,564	-12,062	-11,579
16 Total Central Government Funding	-76,843	-72,917	-70,000	-67,200	-64,512
17 Council Tax	-42,675	-44,857	-47,154	-49,569	-52,109
18 Total Funding	-119,518	-117,774	-117,154	-116,769	-116,621
19 Projected Recurring Deficit / (Surplus) Before Efficiencies	-	6,027	13,273	17,856	22,278
20 Efficiencies (Appendices 4b, 4c, 5a & 5b)					
21 Accelerated Delivery / Additionality of Staying Ahead Scheme Savings	-	(906)	(906)	(906)	(906)
22 Future Year Staying Ahead Scheme Savings	-	(4,654)	(10,072)	(15,613)	(20,030)
23 Reserve Utilisation to offset reduced Precept Increase (Appendix 7)	-	(467)	(1,640)	-	-
24 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation	-	-	655	1,337	1,342

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Assumptions

Description	2014/15 Budgeted	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Source
<u>Police Officers</u>						
Pay Awards	1.00%	1.50%	1.50%	1.50%	1.50%	CFO estimate endorsed by Welsh Force comparisons
<u>Police Staff</u>						
Pay Awards	1.50%	1.50%	1.50%	1.50%	1.50%	CFO estimate endorsed by Welsh Force comparisons
<u>Indirect Staff Costs</u>	1.00%	1.00%	1.00%	1.00%	1.00%	CFO estimate endorsed by Welsh Force comparisons
<u>Non Staff Inflation</u>						
General (Including Rates)	2.00%	2.00%	2.00%	2.00%	2.00%	CFO estimate endorsed by Welsh Force comparisons
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate endorsed by Welsh Force comparisons
Utilities - Water	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate endorsed by Welsh Force comparisons
Petrol	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate endorsed by Welsh Force comparisons
Diesel	5.00%	5.00%	5.00%	5.00%	5.00%	CFO estimate endorsed by Welsh Force comparisons
<u>Funding</u>						
Police Funding	-4.76%	-5.11%	-4.00%	-4.00%	-4.00%	Final Police Settlement 2014/15, Provisional Police Settlement 2015/16 and CFO estimate
Council Tax Base Increase	1.40%	1.08%	1.08%	1.08%	1.08%	Actual Growth for 2015/16. Estimated for 2016/17 onwards
Council Tax Precept Increase (Appendix 1b)	2.66%	3.99%	4.00%	4.00%	4.00%	Police and Crime Commissioner for Gwent - January 2015

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
In-service Pressures and Developments 2015/16 to 2018/19

Description	2015/16 £	2016/17 £	2017/18 £	2018/19 £	Narrative
A Recurring Items					
1 National Insurance implications of single State Pension	0	2,541	0	0	Proposed move to a single state pension - likely impact on Employer national insurance contributions
2 Recurring costs arising from BTCG decision process	100	100	100	100	Recurrent funding for developments that arise during the financial year
3 Caerphilly Library	10				Running costs for Service Desk and Customer Service Centre at Caerphilly Library
4 Project Fusion	220				Collaborative Team to develop and deliver mobile data and Niche with SWP. Will potentially deliver cashable savings
5 Force Medical Provision - Doctors Contract	100				Potential increase in cost of contract to allow 24/7 cover
6 Loss of rental income	100				Torfaen Social Services vacate HQ site in 2014/15 and space will be taken back up by Gwent Police functions
7 Home Office IT Services	70	70	70	70	Estimated increase of 10%. For comparison, 2014/15 charge increased by 17%
8 Airwave Indexation	64				Conclusion of HO /Airwave mediation - indexation to be levied on Airwave charges
9 Cessation of Partnership Funding	50				Cessation of partnership funding
10 Estates Management Fees	37				Identified pressure - charges incurred over and above current Service Level Agreement
11 Pension implication on police staff overtime/allowances	33				Employers Pension Costs on Pension on all staff overtime from April 2014
12 Increased price of Tyres	30				Increased prices experienced in 2014/15.
13 Provision of witness services	30				To provide adequate budgetary provision to reflect current spend profiles
14 Cyber Crime national initiative	30				Potential removal of central government support will necessitate individual force contributions
15 Injury Pensions uplift	25				Increase in value to reflect currently experienced costs
16 Increased collaborative costs for Niche	22				Additional running costs identified as a result of Gwent utilising collaborative Niche functionality
17 Niche Audit Growth	20				Increased requirement for SWP storage capacity as a result of Gwent utilising collaborative Niche functionality
18 Insurance costs for Mamhilad	16				Insurance costs levied by Landlord as per lease
19 Fuelcard Charges	5				Transactional charge for each re-fuelling of Force vehicles
20 Potential Regional Pensions Board	5				Potential contribution to facilitate the proposed All Wales police pensions board
21 Financial Investigation Unit Court Costs	5				Annual Court fees experienced by FIU that are currently unbudgeted
22 Removal Of NI Rebate		170			Potential change to employer and employee NI Contributions rebates
23 Strategic Legal Services Contribution	5				Agreed contribution to facilitate strategic direction
24 Strategic HR Contribution	27				Agreed contribution to facilitate strategic direction
25 Strategic Procurement Contribution	17				Agreed contribution to facilitate strategic direction
26 Contingent pressures fund	0	1,000	1,000	1,000	Indicative value of pressures likely to arise in each year.
B Non-Recurring Items					
1 Additional Bank Holidays	360	(120)	(120)	(120)	Cost of additional bank holidays over the recurring base
2 Potential dual running of communications	150	(150)			Introduction of VOIP into Gwent Police communications network may necessitate dual running with existing provision.
3 Regional operational requirements	20	(20)			Requirement to provide additional funding to support regional operational activities
4 Body Armour protective sleeves	(60)				To combat biodegrading of existing equipment
5 PSU Equipment	(25)				PSU Equipment Purchase
C Unquantified Risks					
1 Asset Recovery Incentive Scheme (ARIS Financial Investigation)	?	?	?	?	Uncertainty over long term future of fund sharing
2 Future Funding of Schools Liaison and Disengaged Programme beyond 2014/15	?				Uncertainty over long term future of funding
3 Potential reduction in DSP funding 2015/16	?				Potential reduction in DSP funding from 2015/16
4 National Air Support Unit - novation of contract to collaborative solution	?				Awaiting final confirmation from NPAS of future costing envelope
5 Potential withdrawal of partners from CSO schemes	?				Awaiting confirmation that partner organisations will continue to provide financial support to CSO schemes
	1,466	3,591	1,050	1,050	

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Budget Savings 2015/16 to 2018/19

Description		2015/16 £	2016/17 £	2017/18 £	2018/19 £
Potential Savings					
1	Housing and Transitional Rent Allowance	(90,000)	(90,000)	(90,000)	(90,000)
2	Compensatory Grant	(14,000)	(14,000)	(14,000)	(14,000)
		(104,000)	(104,000)	(104,000)	(104,000)

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Accelerated Staying Ahead Budget Savings 2014/15

	£'000s
Scheme	
Volume Crime	92
Major Incident Team	375
Public Protection Unit	399
Registry Administration	28
Professional Standards	12
Scheme Savings for Year	<u>906</u>

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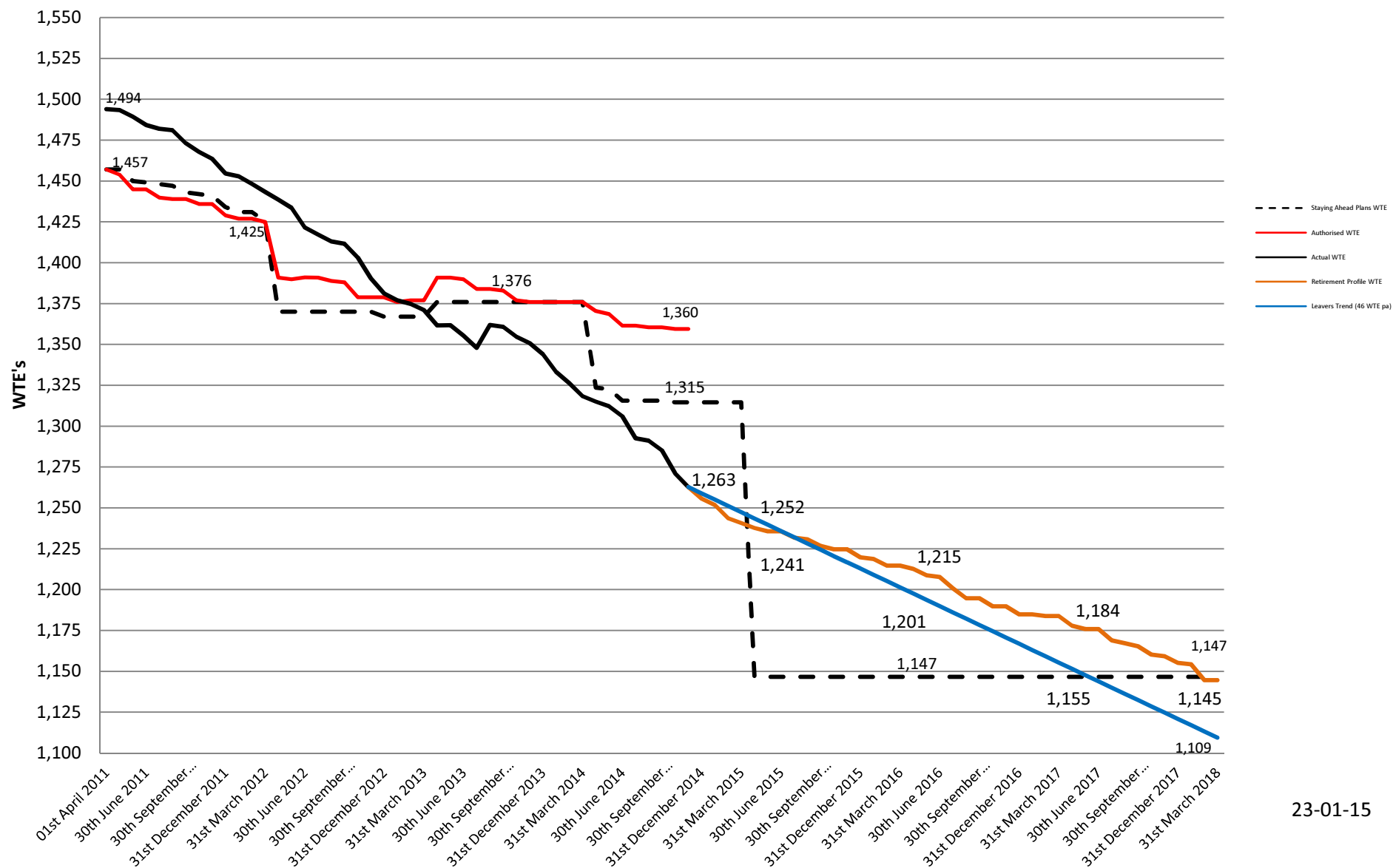
Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Staying Ahead Phase 8 Saving Schemes 2015/16 to 2018/19

	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	Total £'000s
A Cumulative Savings Brought Forward	0	4,654	10,072	15,613	
B Scheme					
1 Officers	1,936	1,936	1,438	1,167	6,477
2 Staff	415	671	558	500	2,144
3 CSOs	445	445	445	0	1,335
4 Collaborative - JSIU	223	99	83	0	405
5 Collaborative - JFU	135	67	67	0	269
6 Estates	100	200	700	1,000	2,000
7 Travel	500	500	500	0	1,500
8 Supplies and Services	300	400	400	0	1,100
9 ICT	600	600	600	0	1,800
10 New Collaboration Schemes	0	500	750	1,750	3,000
C Savings for Year	4,654	5,418	5,541	4,417	20,030
D Cumulative Savings Carried Forward	4,654	10,072	15,613	20,030	

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Police Officer Establishment - Flight Path at 30th November 2014

Appendix 5a

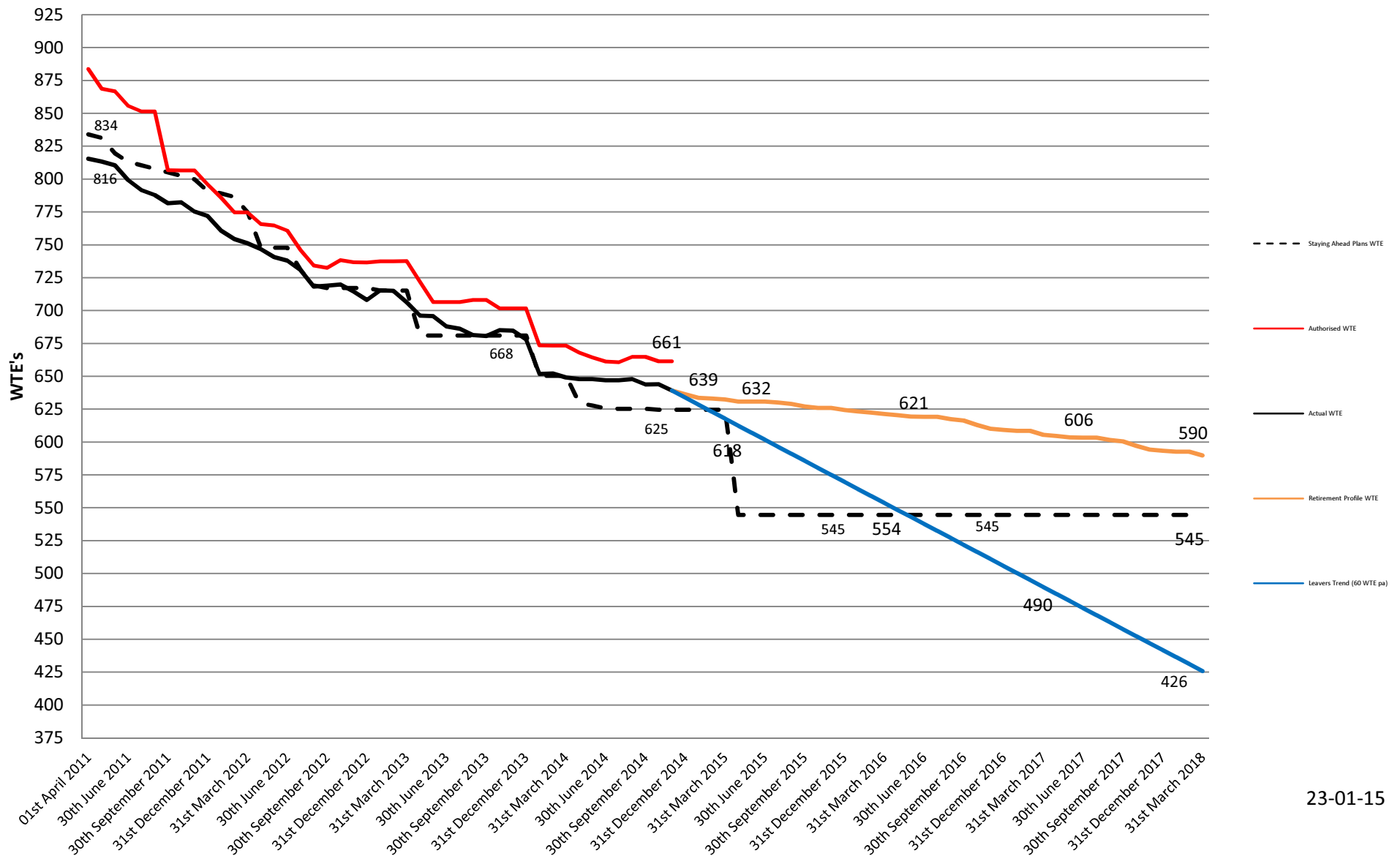


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Police Staff (Excluding PCSOs) Establishment - Flight Path at 30th November 2014

Appendix 5b



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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
2014/15 Revenue Budget - Gwent Police Group
Performance to 30th November 2014

	Initial Annual Budget	Revised Annual Budget	Budget to Date	Expenditure to Date	Variance to Date	Full Year Forecast
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Expenditure						
1 Police Officer Salaries and Allowances	70,108	69,594	46,390	44,434	1,956	3,759
2 Police Staff Salaries and Allowances	22,284	22,497	14,916	14,987	(72)	87
3 PCSO Salaries and Allowances	6,056	6,056	4,789	3,894	894	258
4 Police Officer Overtime and Enhancements	1,656	2,296	1,585	1,923	(338)	(277)
5 Police Staff Overtime and Enhancements	1,010	1,210	741	702	39	162
6 PCSO Overtime and Enhancements	742	858	549	477	71	75
7 Other Employee Related Costs	2,169	2,187	1,554	1,482	72	(44)
8 Premises Costs	5,755	7,066	4,183	3,827	356	125
9 Transport Costs	3,294	9,366	7,302	7,168	134	383
10 Supplies and Services	16,748	31,052	20,325	19,983	342	798
11 Major Incident Schemes	691	691	188	188	0	50
12 Proactive Operational Initiatives	270	270	176	176	0	0
13 Contribution to Police Computer Co.	727	727	337	337	0	(50)
14 Capital Charges	500	500	156	156	(0)	0
	132,008	154,368	103,191	99,736	3,455	5,325
Other Approved Revenue Requirements						
15 Development Reserve	150	150	0	0	0	0
16 Identified Recurring Savings	(3,222)	(1,964)	0	0	0	(1,964)
	(3,072)	(1,814)	0	0	0	(1,964)
Income						
17 Investment Income	(162)	(162)	(110)	(123)	14	15
18 Other Income	(9,628)	(10,873)	(5,764)	(6,033)	269	(266)
	(9,790)	(11,035)	(5,874)	(6,157)	283	(251)
19 Net Expenditure Before Transfers	119,146	141,519	97,317	93,579	3,737	3,111
Transfers						
20 To Earmarked Reserves (Pre-Approved)	2,190	2,190	0	0	0	0
21 To Capital Account	0	0	0	0	0	0
	2,190	2,190	0	0	0	0
22 Net Expenditure Including Transfers	121,336	143,709	97,317	93,579	3,737	3,111
23 Funded By:						
24 Revenue Support Grant	(17,156)	(17,156)	(11,873)	(11,873)	0	0
25 National Non-Domestic Rates	(13,519)	(13,519)	(9,356)	(9,356)	0	0
26 Police Grant	(46,169)	(46,169)	(30,779)	(30,779)	0	0
27 Council Tax	(42,675)	(42,675)	(28,450)	(28,450)	0	0
28 Specific Grant Income	(103)	(22,476)	(11,921)	(11,923)	2	0
29 Use of General Reserves	(152)	(152)	0	0	0	0
30 Use of Earmarked Reserves	(1,563)	(1,563)	(1,533)	(1,533)	0	0
31 Total Funding	(121,336)	(143,709)	(93,912)	(93,914)	2	0
32 (Over)/Underspend	0	0	3,404	(335)	3,739	3,111

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
2014/15 Revenue Budget - Office of Police and Crime Commissioner for Gwent
Establishment Summary as at 30th November 2014

	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	11.8	12.8	0.0	(1.0)	0.0	0.0	0.0
Regional Drug Intervention Programme	3.0	3.0	0.0	0.0	0.0	0.0	0.0
Police And Crime Commissioner Controlled Total :	14.8	15.8	0.0	(1.0)	0.0	0.0	0.0
Chief Constable Controlled Establishments							
Operational Support							
OS Management Team	0.0	0.0	0.0	0.0	3.0	2.0	1.0
Silver Cadre	0.0	0.0	0.0	0.0	6.0	5.0	1.0
Air Support Unit	0.0	0.0	0.0	0.0	5.0	5.0	0.0
ANPR Intercept Team	0.0	0.0	0.0	0.0	8.0	6.0	2.0
Roads Policing Unit	2.4	1.2	0.0	1.2	62.0	56.9	5.1
Support Group	0.0	0.0	0.0	0.0	18.0	18.0	0.0
Joint Firearms Unit	0.0	0.0	0.0	0.0	38.0	41.0	(3.0)
Firearms Training	0.0	0.0	0.0	0.0	4.0	2.0	2.0
Dogs Section	1.0	1.0	0.0	0.0	17.0	15.0	2.0
Emergency Planning	4.4	3.4	0.0	1.0	7.0	7.0	0.0
Operations/Logistics	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Communications Suite	115.4	105.1	0.0	10.3	33.0	33.1	(0.1)
Training And Tasking	2.0	2.0	0.0	0.0	4.0	4.0	0.0
Safety Camera	9.1	10.2	0.0	(1.1)	2.0	2.0	0.0
Integrated Resource Service Centre	17.0	15.0	6.0	2.0	0.0	0.0	0.0
Operational Support Total :	151.4	137.9	6.0	13.5	207.0	195.0	12.0
Neighbourhood Policing & Partnerships							
NHP Management Team	0.0	0.0	0.0	0.0	9.0	10.0	(1.0)
Local Policing Units	0.0	0.0	7.0	0.0	205.0	185.4	39.7
Neighbourhood Support Teams	0.0	0.0	0.0	0.0	94.0	87.6	6.5
Neighbourhood Support Units	0.0	0.0	0.0	0.0	499.0	445.8	53.2
Community Safety	6.0	4.8	0.0	1.2	4.0	3.0	1.0
Licensing	4.0	4.6	0.0	(0.6)	4.0	3.8	0.2
Schools Liaison	0.0	0.0	0.0	0.0	17.5	17.5	0.0
Youth Offending Team	0.0	1.0	0.0	(0.0)	6.3	6.3	(0.4)
CSO's	145.0	99.0	0.0	46.0	0.0	0.0	0.0
CSO's - WAG Funded	100.8	99.0	0.0	1.8	0.0	0.0	0.0
Station Enquiry Officers	26.8	33.9	0.0	(7.1)	0.0	0.0	0.0
Operation Prudent	0.0	0.0	0.0	0.0	0.0	14.0	(14.0)
NHP - Ext Funded	2.5	2.5	0.0	0.0	0.0	0.0	0.0
Neighbourhood Policing Total :	285.2	245.6	7.0	39.6	838.8	751.7	87.1
Criminal Justice Department							
Custody	24.0	21.5	3.0	2.5	42.0	42.9	(0.9)
Admin Of Justice	48.5	43.4	0.0	5.1	0.0	8.6	(8.6)
Information And Data Management	35.8	37.2	3.0	(1.3)	0.0	2.0	(2.0)
Information And Data Management - DBS	10.7	8.7	0.0	2.0	0.0	0.0	0.0
Criminal Justice Department Total :	119.0	110.8	6.0	8.3	42.0	53.5	(11.5)
Crime Investigation							
Crime Investigation - Mgmt Team	5.0	5.0	0.0	0.0	4.0	8.0	(4.0)
Major Incidents Team	17.4	17.5	0.0	(0.1)	19.0	18.7	0.3
Organised Crime Unit	0.0	0.0	0.0	0.0	12.0	10.6	1.4
Financial Investigation	8.6	8.6	0.0	0.0	7.0	5.9	1.1
High Tech Crime	4.0	4.0	0.0	0.0	3.0	3.0	0.0
Technical Support Unit	2.0	1.8	0.0	0.2	1.0	1.0	0.0
Intelligence	24.2	22.2	0.0	2.0	34.0	31.6	2.4
Dedicated Source Unit	5.4	5.2	0.0	0.2	13.0	11.0	2.0
Surveillance	0.0	0.0	0.0	0.0	20.2	18.6	1.6
Crime Management Unit	14.8	13.5	3.0	1.3	12.0	11.4	0.6
Public Protection Unit	9.4	7.6	1.0	1.8	81.6	71.0	10.6
Domestic Abuse Investigation Unit	7.0	8.0	1.0	(1.0)	13.0	9.7	3.3
Special Branch	0.0	0.0	0.0	0.0	11.0	9.0	2.0
Special Branch (WECTU)	7.0	5.2	0.0	1.8	0.0	0.0	0.0
Operation Jasmine	0.0	2.8	0.0	(2.8)	0.0	0.0	0.0
Scientific Support	62.5	52.0	0.0	10.6	6.0	7.0	(1.0)
All Wales Collaboration - Tarian	1.0	1.0	0.0	0.0	9.0	9.0	0.0
Crime Investigation Total :	168.4	154.4	5.0	14.0	245.8	225.5	20.2
Business Support (Incl ICT)							
Estates	16.4	16.6	0.0	(0.1)	0.0	0.0	0.0
Finance	15.7	12.6	2.0	3.0	0.0	0.0	0.0
Fleet	18.8	14.8	2.0	2.0	0.0	0.0	0.0
Procurement	5.0	5.0	1.0	0.0	0.0	0.0	0.0
Business Support	11.9	9.9	2.0	2.0	0.0	0.0	0.0
Information & Technology	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Business Support (Incl ICT) Total :	65.8	58.9	7.0	6.9	0.0	0.0	0.0
Corporate							
ACPO	1.0	1.0	0.0	0.0	4.0	6.0	(2.0)
Standards	14.7	14.1	3.0	0.6	7.0	8.0	(1.0)
Legal	9.0	7.6	0.0	1.4	0.0	0.0	0.0
Corporate Comms	19.2	17.8	2.0	1.4	0.0	0.0	0.0
Service Development	30.5	29.9	1.0	0.6	1.0	3.0	(2.0)
Police Federation & Staff Associations	3.5	3.6	0.0	(0.1)	2.0	2.0	0.0
People Services	24.7	24.8	2.0	(0.1)	10.0	6.0	4.0
Corporate Projects	0.0	9.0	1.0	(9.0)	0.0	7.0	(7.0)
Operation Ismay	0.0	6.0	8.0	(6.0)	0.0	3.0	(3.0)
Corporate Total :	102.6	113.8	17.0	(11.2)	24.0	35.0	(11.0)
Other Joint Funded / External Initiatives	0.0	0.0	0.0	0.0	2.0	2.0	0.0
Chief Officer Controlled Total :	892.4	821.3	48.0	71.0	1,359.5	1,262.7	96.8
Workforce Total :	907.2	837.2	48.0	70.0	1,359.5	1,262.7	96.8
Others To Note :							
Seconded Officers						4.0	
Seconded Officers - RIU & CTIU						6.0	
Career Breakers						2.0	

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
2014/15 Capital Programme
Performance to 30th November 2014

EXPENDITURE	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Expenditure To Date £'000s	Full Year Forecast £'000's	Year-End Variance £'000's
Estates Schemes :					
1 Estates Schemes including Minor Works	570	561	51	320	241
2 Replacement FCR	0	0	1	0	0
3 CID Hub	0	9	9	9	0
4 Total Estates Schemes	570	570	61	329	241
5 Vehicle Purchases	1,921	1,921	897	1,457	464
6 Vehicle Purchases	1,921	1,921	897	1,457	464
Information Systems :					
7 Inter-Relational Mgt System	71	71	0	0	71
8 VOIP	500	500	0	194	306
9 Replacement ICCS System	500	500	0	0	500
10 Enterprise Resource Planning System	500	500	0	0	500
11 Other IS schemes	180	207	27	207	0
12 Information Systems	1,751	1,778	27	401	1,377
Force Projects :					
13 Body Worn Video	0	259	0	287	(28)
14 Mobile Data	0	1,395	0	1,395	0
15 Other BTCG Projects / Schemes	200	173	37	173	0
16 Total Force Projects	200	1,827	37	1,855	(28)
17 Overall Totals	4,442	6,096	1,022	4,042	2,054

FUNDING OF PROGRAMME	Initial Annual Budget £'000s	Revised Annual Budget £'000s
18 Capital Grants	1,037	2,024
19 Supported Borrowing		
20 Use of Capital Reserves	3,405	1,638
21 Revenue Contributions to Capital		
22 Partnership Organisations - Capital		
23 Receipt from sale of premises		380
24 Loans / Use of Revenue Funding		
25 Total Funds Available	4,442	4,042
26 Shortfall/(Surplus) in Funding	0	0

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2015/16 to 2018/19
Reserves and Sinking Funds

		Opening Balance 2013/14	Actual Movement 2013/14	Closing Balance 2013/14	Forecast Movement 2014/15	Forecast Year End 2014/15	Forecast Movement 2015/16	Forecast Year End 2015/16	Forecast Movement 2016/17	Forecast Year End 2016/17	Forecast Movement 2017/18	Forecast Year End 2017/18
A	General Reserve	£'000	£'000	£'000	£'000	£'000	£'000	£'000				
1	General Reserve	6,411		6,411		6,411		6,411		6,411		6,411
2	Precept top up Reserve	2,107		2,107		2,107	(467)	1,640	(1,640)	0		0
3	2013/14 Accelerated Savings		2,668	2,668	(2,668)	0		0		0		0
4	2014/15 Accelerated Savings			0	3,111	3,111	(3,111)	0		0		0
5	Total General Reserves	8,518	2,668	11,186	443	11,629	(3,578)	8,051	(1,640)	6,411	0	6,411
B	Earmarked Revenue Reserves											
1	Specific Reserves	1,501	238	1,739	(657)	1,082	(266)	816	(27)	788	(27)	761
2	Police Officer Recruitment 2013/14	1,016	0	1,016		1,016	(1,016)	0		0		0
3	Unauthorised Police Officer Pensions	237		237	(237)	0		0		0		0
4	Revenue Reserve for Capital & Estate Strategy	6,917	(1,802)	5,115	266	5,381		5,381		5,381		5,381
5	Capital Grant Receipts			0	2,024	2,024	1,725	3,749	1,100	4,849	1,100	5,949
6	Capital Requirements - Estates			0	(329)	(329)	(500)	(829)	(500)	(1,329)	(500)	(1,829)
7	Capital Requirements - Fleet			0	(1,457)	(1,457)	(464)	(1,921)	(1,700)	(3,621)	(1,228)	(4,849)
8	Capital Requirements - ICT & Other Force			0	(2,056)	(2,056)	(2,700)	(4,756)	(2,767)	(7,523)	(150)	(7,673)
9	BTCG Contingency Reserve			0	(200)	(200)	(200)	(400)	(200)	(600)	(200)	(800)
10	Disaster recovery (GP part of joint provision)			0		0	(895)	(895)		(895)		(895)
11	Staying Ahead Reserve	5,098	(332)	4,766	2,668	7,434	3,111	10,545		10,545		10,545
12	Relocation mileage			0	(70)	(70)	(50)	(120)		(120)		(120)
13	PCC - Victim Services Commissioning		158	158	(158)	(0)		(0)		(0)		(0)
14	PCC - Commissioning Reserve		1,441	1,441	(40)	1,401		1,401		1,401		1,401
15	PCC - Victims Hub			0		0	(275)	(275)		(275)		(275)
16	Organisational Change Fund			0	(455)	(455)	(881)	(1,336)	(881)	(2,217)	(317)	(2,534)
17	Total Earmarked Revenue Reserves	14,769	(297)	14,472	(701)	13,771	(2,411)	11,360	(4,975)	6,384	(1,322)	5,062
C	Earmarked Capital Reserves											
1	Command & Control	1,161		1,161		1,161	(1,161)	0		0		0
2	Estate Strategy Capital Income	972	0	972	380	1,352	0	1,352		1,352		1,352
3	Total Earmarked Capital Reserves	2,133	0	2,133	380	2,513	(1,161)	1,352	0	1,352	0	1,352
D	Total Reserves	25,420	2,371	27,791	122	27,913	(7,150)	20,763	(6,615)	14,147	(1,322)	12,825
E	Sinking Funds											
1	PFI	10,466	278	10,744	262	11,006	345	11,351	276	11,627	205	11,832
2	Airwave	4,303	(496)	3,807	208	4,015	208	4,223	210	4,433	(500)	3,933
3	Total Sinking Funds	14,769	(218)	14,551	470	15,021	553	15,574	486	16,060	(295)	15,765
F	Total Reserves and Sinking Funds	40,189	2,153	42,342	592	42,934	(6,597)	36,337	(6,129)	30,207	(1,617)	28,590

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Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2015/16 to 2018/19
Capital Programme 2014/15 to 2017/18

		2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s
A	Estate				
1	Regular Capital Maintenance	329	500	500	500
2	Victims Hub		275		
3	Total Estate	329	775	500	500
B	Vehicles	1,457	464	1,700	1,228
C	Information Systems				
1	Voice Over Internet Protocol	194	368		
2	Citrix Servers (64 Bit)	80			
3	Replacement Servers	40	60		
4	Main Blade Server Chassis		120		
5	Checkpoint Firewall Infrastructure	60			
6	Network Switches		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		895		
12	Command & Control		1,161		
13	Body Worn Cameras	287			
14	Mobile Data	1,395	1,042		
15	Total Information Systems	2,056	4,756	2,767	150
D	Other BTCG Projects / Schemes	200	200	200	200
E	Total Programme	4,042	6,195	5,167	2,078
F	Funding				
1	Capital Grant	1,100	1,100	1,100	1,100
2	Receipts from sale of Premises	380			
3	Funding from Reserves	1,638	4,470	4,067	978
4	Home Office - Innovation Fund	924	625		
6	Total Funding	4,042	6,195	5,167	2,078
G	Surplus Funds	0	0	0	0

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OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: 2015/16 Review of the Gwent Police and Crime Commissioner's Police and Crime Priorities.

DATE: 23rd January 2014

TIMING: Regular

PURPOSE: Submission for the Police and Crime Panel

1.	<p><u>RECOMMENDATION</u></p> <p>The Panel is asked to consider the identified changes in focus that have been processed via the internal Force and Office of the Police and Crime Commissioner (OPCC) processes, in support of the Police and Crime Plan priorities for 2015/16.</p> <p>The Panel is also asked to provide, where applicable, any recommendations to the Commissioner regarding these changes for his consideration.</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The Police and Social Responsibility Act 2011 (the Act) requires the Commissioner to issue, as soon as possible within the financial year following the election, a Police and Crime Plan. When issuing the Plan, the Commissioner must have regard to the Strategic Policing Requirement (SPR) which is set by the Home Secretary and covers issues such as terrorism, civil emergencies, Cybercrime, serious and organised crime and public order. Both the Commissioner and the Chief Constable must have regard to the Plan when carrying out their functions.</p> <p>The Commissioner may vary a Police and Crime Plan at any time (s 5(4) of the Act) and has a duty to keep the Plan under review, particularly in light of any recommendations made by the Police and Crime Panel on the Annual Report and any changes made to the SPR. In addition, consideration has been given to:</p> <ul style="list-style-type: none"> • existing Police and Crime priorities; • local risks and threats; • the wider community safety and criminal justice landscape; • the political, economic, social and physical environment. <p>The frequency by which the plan is reviewed is determined on the basis of local need; however, an annual refresh in line with wider business and planning processes is considered good practice in order to align with the various funding requirements.</p> <p>In reviewing the Plan consideration has been given to the force's Strategic Assessment, local authority Single Integrated Plans (SIPs), public responses to recent consultation confirming no changes to priority areas were necessary, and SPR requirements which, aside from the increasing focus on Cybercrime, remain unchanged.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>In preparing the annual review of the Police and Crime Plan, it is proposed that no changes are made to the overall priorities in the original Plan 2013/17; however, the recent review has identified some changes in focus. This has resulted in amendments to include an emphasis on children and young people, substance misuse (drugs and alcohol) and Cybercrime, to run as 'golden threads' throughout the revision (Annex A).</p>

	<p>The areas of children and young people and drugs and alcohol are common themes in each local authority SIP and as such, the force is asked to deliver on these issues at the local level. Therefore, in streamlining the policing service provided from the strategic to the local level, it is prudent that these areas are given consideration within the Police and Crime Plan.</p> <p>Additional focus will also be required for the specific crimes associated with acquisitive crime, violence and criminal damage and arson which have been identified as areas of attention by Her Majesty's Inspectorate of Constabulary (HMIC) in their local inspections. As such, the recommendation to the Board is that these areas are given specific emphasis within the Plan to address these outlying issues.</p>
4.	<p><u>NEXT STEPS</u></p> <p>When conducting a review, the Commissioner is required to ensure that:</p> <ul style="list-style-type: none"> • Any information used to inform the plan is periodically reviewed and kept up to date; • The Chief Constable is consulted before varying the Plan; • The Police and Crime Panel is issued with and given a reasonable amount of time to make a report or recommendations to the variations; • Appropriate mechanisms are in place to communicate any variations to the public and other key stakeholders. <p>The process of this review has been undertaken with the Force via the Strategic Planning Group to ensure support of their Delivery Plan 2015/16, as well as at the Strategy and Performance Board, and the Chief Constable has been consulted on the changes.</p> <p>The five priorities in the Commissioner's Police and Crime Plan are outcome-focused in their design. The key performance indicators underpinning the priorities are subject to the OPCC's performance monitoring and are not necessarily the subject of this report; however, they are regularly monitored by the OPCC and provide a basis from which the Commissioner holds the Chief Constable to account.</p> <p>Following presentation to the Police and Crime Panel, the changes will be circulated to partners for comment and a finalised version produced to the Police and Crime Panel as per the requirement.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>There will be a cost associated with the Welsh translation of any amendments to the Plan. The cost of translating documents has yet to be ascertained. Other formats will be provided on request.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>There are no specific personnel considerations relating to the content of this report.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>S5 of the Police and Social Responsibility Act 2012 requires the Commissioner to issue a Police and Crime Plan and provide an Annual Report (s12).</p>

8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This project/proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p> <p>Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</p>
9.	<p><u>RISK</u></p> <p>Risk is assessed as low as the Commissioner is discharging his statutory duties in producing this documentation.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>Both the Police and Crime Plan and any subsequent reviews are public facing documents which inform the community of the Commissioners progress and future intentions for policing in Gwent. They are therefore primary source documents by which the Commissioner will be held to account by the Panel.</p> <p>The Police and Crime Plan is also a key document for consideration by ‘stakeholders’ who will have an interest and possible input to the Commissioners priority related activity.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Neil Taylor, Head of Performance Planning and Partnerships.</p>
12.	<p><u>ANNEXES</u></p> <p>Annex A: Revision to the Police and Crime Priorities 2013-17 (2015/16 Plan Revision)</p>

Annex A: Police and Crime Priorities 2013-2017 (2015/16 Plan Revision)

Black text – original wording

Red text – OPCC amended wording

Green text – Force observations

Priority 1: To deliver the best quality of service available

Outcome	The people of Gwent are satisfied that the police provide a service which meets their requirements
Success Measures	<ul style="list-style-type: none">• To increase the public confidence rating in the annual Crime Survey for England & Wales (CSEW) and the Force Local Public Confidence Survey• To increase the proportion of people who are satisfied with the way the police in their area are dealing with the things that matter to them and the community• To increase the satisfaction of victims of crime and anti-social behaviour (ASB) with the service they have received
Actions	Gwent Police will: <ul style="list-style-type: none">• work with victims and staff to develop our victim services plan• support the implementation of the victim services hub for Gwent• continue to develop the way in which we keep people informed about the action we take in response to their concerns
	The Commissioner will: <ul style="list-style-type: none">• put victims at the heart of everything we do• listen to and engage with the community about the police service they require and receive• implement the victim services hub for Gwent• work with partners to support victims and communities• work with the Crown Prosecution Service and HM Courts and Tribunal Service to improve the service given by the criminal justice system in Gwent to victims of crime and ASB

Priority 2: To prevent and reduce crime

Outcome	People in Gwent are less affected by crime
Success Measures	<ul style="list-style-type: none"> • Embed ethical crime recording in order to properly assess and reduce the overall level of recorded crime • Reduce the level of risk to victims of crime • Reduce the fear of crime • Increase the number of offenders brought to justice
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • implement measures that ensure that data is accurate, focussing on conversion of calls from the public into recorded crime • provide particular emphasis on dealing with acquisitive crime, violence, criminal damage and arson and cybercrime • develop and implement a crime prevention strategic approach with partners • allocate resources to where they are needed, so that the right people are in the right place at the right time • target repeat and high-volume offenders who cause the most harm to our communities • increase the number of offenders brought to justice by improving the quality of police investigations, and the quality and timeliness of prosecution files. • work with partners to educate, prevent, support and offer treatment to those whose substance abuse is a factor in their offending behaviour
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> • work with partners to develop a joint approach to preventing crime and ASB to reduce demand on services. • work with partners to develop a joint approach to restorative approaches to reduce the likelihood of further offending • work with partners to divert people from offending behaviour that may lead them into entering the criminal justice system

Priority 3: To take more effective action to tackle Anti-Social Behaviour

Outcome	People in Gwent are less affected by anti-social behaviour
Success Measures	<ul style="list-style-type: none"> • Develop the most accurate assessment with partners in order to jointly reduce levels of harm caused by of ASB • Increase the proportion of people who feel that their call to us made a difference to the ASB they were experiencing • The implementation of a joint single approach to restorative justice measures under the Remedy and Trigger procedures to deal with ASB and low level crimes
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • develop and implement an ASB prevention strategic approach with partners • facilitate the Remedy and Trigger options to deal with ASB across the Force area • assign resources to meet local demand, so that the right people are in the right place at the right time • target repeat and high-volume offenders and locations causing most harm to our communities • work with repeat and vulnerable victims to ensure they receive the service they ought to have • work with partners to educate, prevent, support and offer treatment to those whose substance abuse is a factor in their offending behaviour
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> • work with partners to prevent ASB in our communities • work with partners to develop a joint approach to preventing ASB to reduce demand on services • support the implementation of a joint single approach to restorative justice measures under the Remedy and Trigger procedures to deal with ASB and low level crimes

Priority 4: To protect people from serious harm

Outcome	People in Gwent are protected from serious harm
Success Measures	<ul style="list-style-type: none"> • Increase the proportion of offenders brought to justice for domestic abuse offences • Increase the proportion of offenders brought to justice for serious violence and sexual offences • Reduce the number of incidents of serious violent crime
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • develop effective mechanisms to identify and respond to 'high risk' incidents • embed the Force Domestic Abuse Action Plan • maintain specialist coordination of investigators to provide the best level of service to victims of domestic abuse and rape • prioritise the service provided to victims of rape and serious violent crime • provide particular emphasis on dealing with young people and cybercrime • work with partner agencies to reduce repeat victimisation
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> • work with partners to support the production of a multi-agency plan to reduce incidents of domestic abuse • look for opportunities to work with and support partners in addressing this priority, particularly through the provision of funds for Commissioning

Priority 5: To make the best use of resources and provide value for money

Outcome	The people of Gwent are provided with a police service that is value for money
Success Measures	Increase productivity and best use of policing services

To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • reduce costs by re-designing services to work more efficiently and work to reduce the demand on those services (Staying Ahead) • promote an attitude of continuous improvement within the police force • seek to collaborate with other police forces and other organisations where this will deliver an improved service for the public and better value for money
	<p>The Commissioner will:</p> <ul style="list-style-type: none"> • set the policing precept level for Gwent Police • prioritise the budget to ensure the commissioning of services that support the police in meeting the priority requirements • support the Force in delivering the requirements of the Staying Ahead programme • support partner and third/voluntary sector organisations activities that assist with meeting the success measures of each priority via the Strategic Commissioning work of the OPCC

GWENT POLICE AND CRIME PANEL – FORWARD WORK PROGRAMME

10am 23rd January 2015

- Budget / Precept
- Police and Crime Plan for consultation
- List of items to discuss from PCC

10am 20th March 2015

- List of items to discuss from PCC
- Final Police and Crime Plan

10am 19th June 2015

- Draft Annual Report
- 2012/13 Year End Financial Report
- List of items to discuss from PCC
- MTFP

10am 11th September 2015

- List of items to discuss from PCC
- Performance against the Police and Crime Plan – 6 month update
- Treasury management Year – End Report – SB and JJ agreed to send via email 14.08.14 with any comments to DG

10am 11th December 2015

- List of items to discuss from PCC
- MTFP and Budget Timetable - move to December Meeting from September
- Full Report on the Outturn, Precept and Treasury Management to be provided to the Panel in December (including a Budget Report)

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