

Penallta House
Tredomen Park
Ystrad Mynach
Hengoed
CF82 7PG

Tŷ Penallta
Parc Tredomen
Ystrad Mynach
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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

For all enquiries relating to this agenda please contact
Helen Morgan (Tel. 01443 864267; Email: morgah@caerphilly.gov.uk)

Date: 4th January 2013

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at **Penallta House (Sirhowy Room), Tredomen Park, Ystrad Mynach** on **Friday 11th January 2013 at 10.00am** to consider the matters contained in the following agenda.

A G E N D A

1. Declarations of Interest.
2. Apologies for Absence.
3. To receive and note the minutes of the meeting held on 7th December 2012 (copy attached)
4. Proposed appointment of the Deputy Police and Crime Commissioner for Gwent (details attached)
5. Proposed Gwent Police Precept 2013/14 (report attached).

MEMBERSHIP:

Blaenau Gwent County Borough Council - Councillors M.J. Bartlett and Mrs. K. Bender

Caerphilly County Borough Council - Councillors C.P. Mann and K.V. Reynolds

Torfaen County Borough Council - Councillors L. Jones and P. Seabourne

Monmouthshire County Council - Councillors P. Clarke and Mrs. F. Taylor

Newport City Council - Councillors J. Guy and I. Hayat

Independent Members - Ms V. Cox-Wall and Mr. P. Nuttall

By invitation:

Gwent Police and Crime Commissioner - Mr. I. Johnston

Chief Executive of the Office of the Gwent Police and Crime Commissioner - Ms S. Bosson

Chief Constable - Ms. C. Napier (for information)

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON FRIDAY 7TH DECEMBER 2012 AT 9.30AM

Present:

Councillor J. Guy - Newport City Council - Chairman

Councillors M.J. Bartlett and Mrs. K. Bender - Blaenau Gwent County Borough Council
Councillor C.P. Mann - Caerphilly County Borough Council
Councillors L. Jones and P. Seabourne - Torfaen County Borough Council
Councillor P. Clarke - Monmouthshire County Council
Councillor I. Hayat - Newport City Council

Independent Member - Ms V. Cox-Wall

By invitation

Gwent Police and Crime Commissioner - Mr. I. Johnston

Chief Executive to the Police and Crime Commissioner - Ms S. Bosson

Chief Constable - Ms. C. Napier

Together with:

G. Williams (Deputy Monitoring Officer), C. Forbes-Thompson (Scrutiny Research Officer),
H Morgan (Clerk to the Panel)

1. WELCOME

The Chairman welcomed those present to the first meeting of the Gwent Police and Crime Panel and those around the table introduced themselves.

2. DECLARATIONS OF INTEREST

Councillor L. Jones wished it be noted that his son serves as an Officer for Gwent Police.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs. F. Taylor and K.V. Reynolds, P. Nuttall (Independent Member), J. Jones (Democratic Services Manager) and D. Perkins (Head of Legal and Governance).

4. MINUTES - 12TH OCTOBER 2012

The minutes of the meeting held on 12th October 2012 were received and confirmed as a correct record. There were no matters arising.

5. STATEMENT FROM I. JOHNSTON, GWENT POLICE AND CRIME COMMISSIONER

In his opening statement Mr. Johnston congratulated the representatives on their appointment and gave an undertaking to work together with the Panel. He spoke of the scale of the challenge ahead and the enormity and scope of his role and wished to acknowledge the work undertaken by the Gwent Police Authority. He accepted the need to move forward with the new governance arrangements that are now in place and advised that the Office of the Police and Crime Commissioner would provide the support that he requires to carry out his duties and responsibilities.

He made reference to the need for all to adjust to the new procedures and to the protocol and legislation which now holds him to account. Mr. Johnston also referred to the role of the Chief Constable and her responsibility for all operational matters and complemented the operational performance against the current local policing plan. It was his intention that the Chief Constable would accompany him to every meeting of the Panel to which he was invited to attend.

The Commissioner made reference to the tight timescales for the preparation of the budget, the announcement of the precept and the preparation of the Police and Crime Plan and highlighted the enormity and scope of the task that is already well underway. Reports will be presented to the Panel for consideration in the New Year. With regard to the precept he advised that it will be 'sensible' and in relation to the Plan referred to the responsibility for setting down and delivering the strategic priorities and of his intention to ensure there is public engagement and confidence in the Plan to ensure that it is secure and can maintain an efficient and effective policing service. He acknowledged the role played by members of the former Gwent Police Authority in developing both the budget and the Plan and confirmed that he is required to provide the Panel with an annual report detailing progress made against the Plan.

Mr. Johnston referred to his intention to set the strategic direction and objectives of the force by working in partnership with a variety of organisations, including the voluntary sector, to ensure that it represents the views of the residents and what is delivered is what is required and will become meaningful. He advised the Panel that local knowledge and understanding would be of value when producing the Plan and that he would take an overview across the area, seeking ways to co-ordinate services and look for opportunities to work together and commission services to deliver the priorities. He advised of his statutory duty to collaborate with other forces, criminal justice agencies and victims and play a leading role in community safety and crime reduction in the force area. As such it was fully his intention to consult with the community and engage with victims of crime. He spoke of his intention to influence the joining up of the criminal justice system.

The Commissioner advised that under the Police Reform and Social Responsibility Act he may appoint a Deputy and that he intended to do so in accordance with the requirements of the Act. He announced that he would be appointing Paul Harris to this role and gave an overview of both his reasons for his selection and the background and experience of his chosen deputy. In view of his extensive understanding of the police service, his understanding of the role and his commitment to community engagement he declared he was an ideal candidate for the job.

Formal notification on the proposed appointment will be sent to the Clerk of the Panel who must arrange a Confirmation Hearing by the Panel within three weeks of the notification being received. The Panel can review the proposed appointment and make a recommendation to the Commissioner as to whether or not the candidate should be appointed. Mr. Johnston advised the Panel that the financial consideration for the appointment of a Deputy was taken into account as part of the transitional arrangements when the Gwent Police Authority was abolished.

In conclusion the Commissioner reiterated his intention to work with the Panel and then responded to a number of queries raised by the Members in relation to the appointment of a Deputy Commissioner, the budget process, consultation, strategic direction and accountability, monitoring performance and public engagement. With regards to the latter the Commissioner advised that subject to diary commitments he intended to accept as many invitations as he was able.

The Chairman thanked Mr. Johnston for his presentation and for responding to questions and issues raised during the course of the debate. The Panel welcomed the opportunity to work with the Commissioner. Reference was made to the feasibility of the Panel meeting at other premises throughout Gwent and it was agreed that this would be considered as the Panel develops.

At this point Mr. I. Johnston, Gwent Police and Crime Commissioner, Ms. S. Bosson, Chief Executive to the Police and Crime Commissioner and Ms. C. Napier, Chief Constable left the meeting

6. APPROVAL OF AMENDED PANEL ARRANGEMENTS

Consideration was given to the report which sought approval to make minor drafting amendments to the statutory 'panel arrangements'. Members were reminded that at the last meeting the Panel approved their Terms of Reference, Rules of Procedure and Panel Arrangements which were submitted to the Home Secretary for approval. Home Office solicitors responded requesting minor drafting amendments. The Deputy Monitoring Officer advised that the amendments do not change any general or specific matters contained in the original documents and that the Home Office Officials have agreed that the Panel can resubmit the arrangements if Members wish to make further changes.

Members considered the proposed amendments and in order to comply with the Police Reform and Social Responsibility Act 2011 and the minor drafting amendments approved by the Home Office, approved the amended Panel Arrangements as detailed in the Appendix to the report.

7. PRESENTATION ON THE GWENT POLICE AND CRIME PANEL WEBSITE

Mrs. Forbes-Thompson gave a presentation on the Gwent Police and Crime Panel website and highlighted the key areas contained therein (role of the Panel, panel arrangements, members, meetings). Useful links to other websites including the Gwent Police and Crime Commissioner, Gwent Police, Home Office, Independent Police Complaints Commission and respective borough/county councils were also included within its pages.

It was noted that once the website has been updated to include the pen portraits and pictures of the two independent members the Panel would be requested to check that the information recorded for them is correct (for county borough members the information was provided by the respective council). Other changes and regular updates would be made to the webpage as they occur to allow easy online access to up-to-date information.

In noting that the Panel will have a statutory role in considering complaints made against the Police and Crime Commissioner it was noted that the section in relation to the complaints process is under development and once discussions have concluded with the Police Authority and other lead authorities in Wales, the proposed policy will be presented to the Panel and once approved will be published accordingly.

The Panel thanked Mrs. Forbes-Thompson for her informative presentation and for responding to questions raised during the course of the debate. In endorsing the design and easy of use of the content of the website they wished to place on record their appreciation to all those who have been involved in its development.

8. PACT MEETINGS

Members of the Panel made reference to the role of the PACT meetings and to the poor attendance in certain areas. Following a debate on the matter it was suggested that individual members should raise their specific concerns with their local Superintendent and in view of his undertaking to engage with the community, with the Commissioner himself.

9. FUTURE MEETINGS OF THE PANEL

It was noted that meetings have been scheduled for the 11th January and 15th February 2013. Agenda papers for the meetings will be circulated to Panel Members a week beforehand.

The meeting closed at 10.45 a.m.

Swyddfa Comisiynydd yr Heddlu a Throseddu, Gwent
Office of Police and Crime Commissioner, Gwent

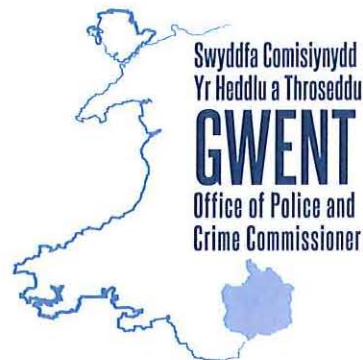
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We | Web: www.gwent.pcc.police.uk

Prif Weithredwr | Chief Executive: Shelley A Bosson BA (Law) Hons, MSc Public Admin



Councillor John Guy
Chairman of Gwent Police and Crime Panel

3rd January 2013

SENT BY EMAIL

Dear Councillor Guy

Police and Crime Budget 2013-14

I attach a draft decision document, together with the annex and appendices, setting out the Commissioner's proposals relating to the Police and Crime Budget for 2013-14 and in particular the proposed council tax precept on which he is required to consult with the Police and Crime Panel. I should be grateful if you would submit the proposals to the Police and Crime Panel on 11th January 2013 for formal consideration.

Yours sincerely

Neil Phillips
Treasurer & Deputy Chief Executive
Police and Crime Commissioner for Gwent

Tel/Ffôn: 01633 642016

DECISION NO:

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police & Crime Budget 2013-14

DATE: 2 January 2013

TIMING: This decision needs to be taken by 3rd January 2013.

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 2013-14 of £120,315,665;
- (ii) The planned efficiency savings, budget reductions and reserve utilisation in 2013/14 of £2.325m and the proposed programme of schemes for achieving further efficiency savings/budget reductions in order to achieve a balanced recurring revenue budget by 2014/15, as detailed in Appendices 4a, 4b, 4c, 6a and 6b of the Annexe to this submission;
- (iii) The initial Capital Programme as described in Appendix 7 (subject to acceptable business case support in relation to the replacement ICCS System and the Enterprise Resource Planning System) ;
- (iv) The proposed utilisation of the reserves (Appendix 8).
- (v) The 2013/14 proposed precept to be levied in respect of general expenses of £40,997,247 (equivalent to a Council Tax Band D of £198.23) 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	3,891,081	19,629.12
Caerphilly	11,636,571	58,702.37
Monmouthshire	8,738,658	44,083.43
Newport	10,611,577	53,531.64
Torfaen	<u>6,119,360</u>	<u>30,870.00</u>
Total	40,997,247	206,816.56

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

Council Tax Band	£
A	132.15
B	154.18
C	176.20
D	198.23
E	242.28
F	286.33
G	330.38
H	396.46
I	462.54

2. INTRODUCTION & BACKGROUND

The Commissioner is required to determine the budget for 2013-14 and then set the council tax precept in 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.

3. ISSUES FOR CONSIDERATION

In determining the Budget Requirement for 2013-14 the Commissioner will have regard to the Police and Crime Plan, 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 PCC.

4. NEXT STEPS

The Commissioner will carefully consider the proposals for the Policing and Crime Budget for 2013-14, before determining the provisional budget requirement, and council tax for consultation with the Police and Crime Panel.

5. FINANCIAL CONSIDERATIONS

This is a major financial report with clear financial implications.

6. PERSONNEL CONSIDERATIONS

The major proportion 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.

7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>Setting the budget is a statutory responsibility of the Commissioner.</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>A timely decision on the budget will minimise the risk of failing to set the council tax precept prior to the statutory deadline.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This is an internal document at this stage, but the decision taken will in due course form part of the budget for 2013-14 which will be made public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Neil Phillips, Treasurer and Deputy Chief Executive to the Police and Crime Commissioner for Gwent.</p>
12.	<p><u>ANNEXES</u></p> <p>The Annexe to this report and its appendices provide full details in support of the proposal.</p>

For OPCC use only

Consultation:	Tick to confirm (if applicable)
Financial The Treasurer has been consulted on this proposal.	This is the Treasurer's report.
OPCC <i>(insert name)</i> The Chief Executive has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	✓
Legal The legal team have been consulted on this proposal.	✓
Equalities The Equalities Officer has been consulted on this proposal.	N/A

<p>Chief Executive/ Deputy Chief Executive:</p> <p>I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report.</p> <p>I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.</p>
<p>Signature:</p>
<p>Date:</p>

<p>Police and Crime Commissioner for Gwent</p> <p>I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.</p> <p>The above request has my approval.</p>
<p>Signature:</p>
<p>Date:</p>

Public Access to Information

Information in this submission is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. This submission will be made available on the OPCC website following consideration by the Police and Crime Commissioner.

Are you satisfied that the contents and observations made are necessary and suitable for the public domain?	Yes
In producing this submission, has consideration been given to 'public confidence'?	Yes
If you consider that this submission should be exempt from the public domain, please state the reasons.	N/A

POLICE & CRIME COMMISSIONER FOR GWENT

REVENUE BUDGET AND CAPITAL PROGRAMME 2013-14

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 vision is to prevent and reduce crime and antisocial behaviour, support victims and make Gwent a safer place. I will be consulting on my draft Police and Crime plan shortly. I have five draft strategic priorities on which the Police and Crime plan will be based which are:

- To reduce and prevent crime
- To reduce incidents of antisocial behaviour
- To protect people from serious harm
- To make best use of resources and provide value for money
- To deliver the best quality service available

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

BACKGROUND

1. The Police and Crime Commissioner (PCC) is required to determine the Police and Crime Budget for 2013-14 and set the council tax precept, prior to 1st March 2013, 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 2013/14, the report will include the longer term financial issues facing the police service in Gwent.

3. The bulk of the resources available to the Police and Crime Commissioner will be needed to cover operational policing and 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. Prior to the current arrangement of an elected Commissioner a police authority, consisting of nine councillors and eight independent members, set the policing budget after scrutinising the Chief Constable's detailed Medium Term Financial Projections and quantified new burdens. 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 cuts in grant funding for the police service. 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 improving standards. However, the CSR 2010 announced even greater cuts in grant over the period to 31st March 2015 prompting the continuation of Staying Ahead reviews. The 2013/14 budget setting round addresses the third of the four years of the current Comprehensive Spending Review (CSR). Phase 6 of the Staying Ahead Programme was initiated at the commencement of the 2011/12 financial year, to deliver the £24.170m of savings originally forecast to be achieved by the end of the CSR period, on 31st March 2015. Of the total savings of £24.170m, £7.940m were delivered in 2011/12 with a further £9.480m planned to be delivered during 2012/13. At this stage in the financial year, the delivery of these schemes (and their offsetting volume pressures) is largely delivering to plan.
5. The latest Medium Term Financial Projections (MTFPs), updated following receipt of the Provisional Police Funding Settlement on the 19th December 2012, indicate a recurring budgetary imbalance for the 2013/14 financial year of £2.325m (Appendix 1b, Line 17), increasing to £12.723m by 2016-17.

PROVISIONAL GRANT SETTLEMENT

6. On the 19th December 2012, 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 15th January 2013, whereupon, the final settlement will be issued shortly after this date. The Provisional Police Funding Settlement for 2013/14 differed from that previously indicated in two key areas. The financial impact of these changes upon the organisation is detailed in the following paragraphs:
 - a) In the Chancellor's Autumn Statement of the 29th November 2011, it was announced that public sector pay awards will average 1% over the final two years of the Spending Review Period (2013/14 and 2014/15), as opposed to the 2.50% previously assumed in funding levels. The Home Office budget would be adjusted downwards in line with this policy and it was expected that this would be applied to the police element. However, on 19th December

2012, the Minister for Policing and Criminal Justice (Damian Green) in his Written Ministerial Statement stated 'Earlier this month, the Chancellor announced further reductions to Departmental budgets for 2013/14 and 2014/15 in his Autumn Statement. However, I have protected the police from these reductions in 2013/14. In addition, in 2013/14, I have also protected the police from reductions announced by the Chancellor in November 2011 relating to public sector pay restraint.

Without this protection on pay restraint, central Government funding for the police would have been reduced by £66m in 2013/14'. The impact on Gwent Police of this decision is to increase Central Government Grant Funding by £0.928m in 2013/14. There is some doubt as to whether the HO will be able to extend this protection to the 2014/15 pay award (2.5% to 1%); therefore, the current MTFP assumes the reduced level of funding in 2014/15 and 2015/16 (i.e. funding equivalent to a 1% pay award); and

- b) 2013/14 indicative budgets were provided by the Home Office at the outset of the current CSR period (the Written Ministerial Statement from the Minister of State for Policing and Criminal Justice (Nick Herbert) of the 13th December 2010 refers). At that time, the application of 'damping' (i.e. the HO process of 'smoothing' year on year increases/reductions for each area in 'raw' formula grant allocations, to ensure that every area receives the same percentage increase/drop in Central Government Grant Funding from one year to the next), was confirmed for 2011/12 and 2012/13 only. The Minister confirmed 'Damping levels for the last two years of the settlement (i.e. 2013/14 and 2014/15) will be decided at a later date'. In view of this and the review of damping arrangements by the HO during the summer of 2012 it was considered prudent to build the MTFP on the assumption that Gwent would lose the protection of the damping from 2013/14 onwards. However, again, on 19th December 2012, the Minister for Policing and Criminal Justice (Damian Green) in his Written Ministerial Statement stated 'I have decided to apply damping so that every police force area in 2013/14 will face the same percentage reduction in core central Government funding (1.6 per cent cash). I intend to apply damping in the same way in 2014/15.' The impact on Gwent Police of this decision is to increase Central Government Grant Funding by £1.727m in 2013/14. However, the Minister has 'decided to defer publication of police funding allocations for 2014/15 in order to scrutinise fully all Home Office budgets.' This indicates that although damping will apply (therefore benefitting Gwent Police) the overall Police Service allocation may be lower than previously estimated.

7. In summary, the effect of the two issues covered in the previous paragraph was to revise the forecast reduction in Central Government Grant funding between 2012/13 and 2013/14 from 4.86% to 1.57%.
8. Further points of note regarding the Provisional Police Funding Settlement for 2013/14 are detailed in the following paragraphs:

- a) The previously 'ring-fenced' Specific Grant in relation to Home Office funded Community Support Officers (CSOs), was absorbed into Central Government Grant Funding in 2013/14 at the amount expected;
 - b) The Commissioner is responsible for commissioning services to cut crime and deliver an effective and efficient police service. The grant previously provided by the Home Office to organisations outside the policing arena to facilitate this work has now been redirected to the Commissioner in the form of an un-hypothecated Community Safety Fund (CSF). The Gwent has been allocated £1.369m of this grant for 2013-14 and the Commissioner has indicated to each of the organisations in Gwent that received this grant in 2012-13 that they will receive the same percentage of the total grant in 2013-14. Nationally CSF grant amounts to £90m in 2013-14 compared to £120m in 2012/13 and it is intended to be used to tackle drugs, crime and community safety; and
 - c) 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, CSO local partner schemes, etc.). This report has been prepared on the assumption that funding will remain at the 2012/13 level, although contingency plans have also been devised, to mitigate potential reductions in/removal of funding.
9. The revenue support from the Welsh Government for Gwent's Private Finance Initiative (PFI) funded Ystrad Mynach Police Station and Custody Centre totalling £0.703m 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.
 10. Furthermore, 2013/14 funding for the 101 (whole time equivalent) Welsh Government CSOs is subject to a separate confirmation process, which is currently expected to amount to £3.138m.
 11. The HO has also provided the Provisional Capital Allocations for 2013/14 and 2014/15, which forms the basis of the draft Capital Programme for next two financial years. The allocations of £1.037m and £1.100m, respectively, have been reduced as a result of top-slicing in order to fund the National Police Air Service (NPAS).

COUNCIL TAX ISSUES

12. The Provisional Police Funding Settlement for 2013/14 confirms that funding will be paid in each of the four years of the CSR period to all English Local Policing Bodies who froze the police precept component of council tax in 2011/12. Funding for the 2012/13 council tax freeze scheme in England has been paid from outside the police funding settlement. This will also be the case for future council tax freeze

schemes. The scheme in England generates an additional £39m for the WG under the Barnett Formula, however, the WG has confirmed that no such scheme will be available in Wales

13. In Wales, council tax capping is the responsibility of Welsh Ministers and at the time of writing no 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. Informally, however, indications have been given that increases in council tax for police and crime purposes in 2013-14 of up to 5% would not be considered unreasonable.
14. Medium Term Revenue Projections prior to the transition to the Police and Crime Commissioner assumed council tax increases throughout the period of 2.66% per annum, but the Commissioner will make his own decision on this matter. Appendix 1a shows the impact that incremental changes on the precept rate would have on funding assumptions for 2013-14.
15. The impact of the new Council Tax Support Scheme on the precept has now been formally confirmed by the Local Authorities. The impact ranges from reductions in their individual tax bases of between 0% and 1.5%. Prior to the impact of this scheme taking effect, the overall council tax base would have grown by 0.883% in 2013/14, however, the effect of this scheme means the actual tax base has increased by 0.298% in 2013/14 from the 2012/13 level.

MEDIUM TERM FINANCIAL PROJECTIONS 2013-14 to 2016-17

16. The latest MTFP is shown as Appendix 1b and the detailed assumptions, service pressures/developments and efficiency schemes/budget reductions which support the projections are provided as Appendices 2, 3, 4a, 4b, 4c, 6a and 6b.
17. Although a balanced recurring budgetary position could be achievable by 2014/15 (the end of the current CSR period), the forecast indicated in the Treasury Budget to 2016/17 presents a further cash reduction. This will in turn create a further financial challenge (£4.696m shortfall), requiring additional efficiency schemes to be developed and delivered.
18. 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 over the next four years of 1.6%, 1.9%, 1.5% and 1.0%; and
- ii Specific Grants, which have yet to be confirmed, have been assessed to remain at 2012/13 levels or at provisionally indicated amounts.

b) Council Tax Precept and Base:

- i An increase in Council Tax Precept of 2.66% for 2013/14, which has 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 2013/14 by 0.298%. The 2013/14 increase assumes a permanent diminution in the Council Tax Base, as a result of the implementation of the Council Tax Support Scheme. Therefore, future increases in the Council Tax Base from 2014/15 and beyond, do not need to reflect its initial impact, other than for marginal changes. The 2014/15 increase therefore reverts to the underlying increase in 2013/14, i.e. 0.883%.

19. 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 provides for an operational policing model of 1,361 wte at the commencement of the financial year. However, at the start of the year it is expected that the actual establishment will be 1,369 wte, reducing to 1,342 wte during the year. This reduction in officer strength is accommodated through the Staying Ahead 6 schemes forecast for delivery during 2013/14. As reductions in the police officer establishment are a core component of the Staying Ahead Programme, no recruitment has been anticipated during 2013/14. However, this situation is 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 In a similar vein to the police officer establishment above, the MTFP provides for 960 wte (714 wte not including CSOs) police staff at the commencement of the financial year. However, at

the start of the year, it is expected that the actual establishment not including CSOs will be 696 wte, reducing to 680 wte during the year. This reduction in police staff strength is (and has been) accommodated through the Staying Ahead 6 schemes forecast for delivery during 2011/12 and 2012/13. As reductions in the police staff establishment are a core component of the Staying Ahead Programme, no recruitment is anticipated during 2012/13.

c) Pay awards, allowances, enhancements etc.:

i Pay Award freeze for police officers and police staff in 2012/13; and

ii 2013/14 to 2016/17 – 1.0% for both police and staff.

d) Non-staff inflation:

i General – limited to 4.0% (2012/13), 3.0% (2013/14) and 2.0% (2014/15 to 2016/17);

ii Utilities – limited to 5%; and

iii Fuel – equivalent to 15% (2012/13), limited to 5% (2013/14 to 2016/17).

e) Loss/Absorption of Specific Grants:

i The MTFP reflects the absorption of the Neighbourhood Policing Grant into main formula grant in 2013/14; and.

ii The Drug Intervention Programme (DIP) Grant (testing upon arrest) has been removed in its entirety in 2013/14.

f) Service pressures/developments have been limited to unavoidable increases and are detailed at Appendix 3. These developments/pressures are scored against corporately agreed criteria and are listed in order of necessity. 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

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, 6a and 6b)

20. The financial implications of the current CSR were such that the Staying Ahead Programme was initiated to continue the work of the Staying Ahead Review and to oversee the delivery of a new generation of savings schemes. The major component therefore within the 2013/14 budget setting exercise is the delivery of significant cash releasing efficiency savings and budget reductions through Phase 6 of the Staying Ahead Programme and rebasing of 2012/13 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 budget reductions identified through the ‘bottom-up’ budget setting process that have already been removed from the 2013/14 base budgets, together with future estimated reductions relating to police officer allowances;
 - b) Appendix 4b – this details the accelerated savings that have been realised under Phase 6 of the Staying Ahead Programme within the 2012/13 financial year to date; and
 - c) Appendix 4c – this details those schemes due to be realised between 2013/14 and 2016/17.
21. The schemes due for delivery in 2013/14 and beyond are largely dependent upon further reductions in police and staff establishments. It is anticipated that full realisation of these savings will only be achieved through natural vacancies arising in actual police officer and staff numbers. The timings of these are not necessarily aligned to the savings forecast in the Staying Ahead schemes. Therefore, in 2012/13, non-recurring financial pressures (volume pressures) arose due the disparity between the actual staffing levels and those proposed by the Staying Ahead Schemes. Due to the significant work undertaken in reducing actual staffing levels to those in proposed schemes, the non recurring volume pressures have been removed from current projections i.e. 2013/14 and beyond. However, as new Staying Ahead Schemes are identified to address the remaining financial deficit evident in 2016/17, it is expected that these volume pressures will reappear in future iterations of the MTFP. Appendices 6a and 6b 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 Phase 6 schemes (the dotted black line).

REVENUE OUTTURN 2012-13

22. Based upon the November 2012 financial report, the forecast year-end position on the revenue budget shows accumulated savings £1.823m. The major contributing factors to this forecast saving are:
- a) The impact of accelerated savings that have been realised under Phase 6 of the Staying Ahead Programme within the 2012/13 financial year to date totalling £0.452m (this is a recurring saving and is reflected in-part in Appendix 4b);
 - b) The re-imbursement of duty time resources abstracted out of Gwent and supplied to the London Olympics and Paralympics (this is a non-recurring saving of £0.492m); and
 - c) Major Incident Fund and Pro-active Operational Initiatives savings of £0.300m (as these are highly dependent upon operational demand, they are non-recurring in nature).

CAPITAL PROGRAMME (Appendix 7)

23. The capital investment requirements over the next three years are emerging as the implementation of the Estate, Fleet and IS strategies are progressed.
24. 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. flexible estate provision, fit for purpose fleet, maximising returns on ICT investment etc.
25. The provisional funding announcement for the capital grant of £1.037m reflects the intention by the Home Office to top-slice PCC funds to provide funding for the National Police Air Service (NPAS). This has been reflected in Appendix 7, with the effect of the top-slicing being a reduction over the three year period to 2014/15 of £0.220m, which will have to be absorbed from Reserve funds.

OUTSTANDING ISSUES AND UNQUANTIFIABLE RISKS

26. 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) Timing and outcomes of the Winsor Review;
- e) Emerging cost pressures, in particular at this stage:
 - i. Further impact of the Localisation of Council Tax support and the local retention of business rates income; and
 - ii. Potential increase in the employers' police officer pension rate.
- f) Unplanned initiatives and the international dimension.

RESERVES (Appendix 8)

27. Appendix 8 provides a summary of the PCC's Reserves and Sinking Funds over the CSR period.

28. The General Fund (Appendix 8, Line A1), remains at a satisfactory level and within accepted boundaries of cover to fund working capital and exceptional operational requirements.

- a. As a result of the lower than forecast cut in Central Government Grant funding in 2013/14, the timing of the utilisation of the Precept Top-up Reserve (Appendix 8, Line A2) has been

revised. The reserve will now be fully utilised by 2015/16, rather than 2014/15 as previously reported.

- b. Through prudent financial management, specific reserves have been built up to address the immediate requirements for pump-priming the Staying Ahead Programme and to also deliver the 2013/14 Capital Programme. It is forecast that these reserves (Appendix 8, Lines B3 and B4) will also be utilised in the delivery of future Capital Programmes, as well as a number of initiatives currently being considered by Chief Officers and the Commissioner.
- c. The remaining Earmarked and Capital Reserves are still considered necessary and sufficient for the purposes that they were created.
- d. 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.
- e. 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.

BUDGET REQUIREMENT, TAX BASE, PRECEPT AND COUNCIL TAX

29. The revenue budgetary requirement for 2013/14 is the net position of:

- a) The base recurring requirements;
- b) Efficiency savings and recurring budget reductions realisable in 2013/14;
- c) Non-recurring revenue requirements in 2013/14; and
- d) Non-recurring savings which are realisable in the year.

30. The gross base recurring requirement for 2013/14 is £122.641m (Appendix 1b line 9) which, when reduced by of efficiency savings, recurring budget reductions and non-recurring savings totalling £2.325m, leaves a budget requirement for the year of £120.316m.

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

	£
Police Grant	47,067,809
Revenue Support Grant	15,853,079
National Non-Domestic Rates	<u>16,397,530</u>
	<u>79,318,418</u>

Deducting total general grant from the budget requirement of £120,315,665 leaves income to be raised from council tax of £40,997,247.

32. 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 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	
	2012/13	2013/14
Blaenau Gwent	19,812.76	19,629.12
Caerphilly	58,152.58	58,702.37
Monmouthshire	43,459.54	44,083.43
Newport	53,824.00	53,531.64
Torfaen	<u>30,954.00</u>	<u>30,870.00</u>
Total	<u>206,202.88</u>	<u>206,816.56</u>

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

	Actual	Proposed
	2012/13	2013/14
Council Tax	£39,815,715	£40,997,247
Band D Tax	£193.09	£198.23
Increase on previous year (£)	£5.00	£5.14
Increase on previous year (%)	2.66%	2.66%

34. The following table shows the proposed Council Tax for police purposes for all bands.

Valuation	Tax Payable	Proposed
Band	Compared to Band D	Council Tax
		£
A	6/9	132.15
B	7/9	154.18
C	8/9	176.20
D	9/9	198.23
E	11/9	242.28
F	13/9	286.33
G	15/9	330.38
H	18/9	396.46
I	21/9	462.54

35. The unitary authorities are billing authorities for council tax purposes. The PCC'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

TREASURER'S STATEMENT - REQUIREMENTS OF THE LOCAL GOVERNMENT ACT 2003

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

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

37. The same Section requires the Police and Crime Commissioner to have regard to the Chief Financial Officer's report when making decisions about precepts.

38. Core grants from the Home Office and Welsh Government currently fund approximately two thirds of the revenue budget requirement for policing in Gwent. The Comprehensive Spending Review (CSR) 2010 resulted in significant reductions in core Home Office and Welsh Government 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% and the provisional settlement for 2013-14 a further cut of 1.57%. 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.

39. The Staying Ahead Review, initiated in Gwent to address the budgetary difficulties stemming from the CSR 2007 and subsequently extended to meet further funding challenges, continues to be remarkably successful in keeping expenditure within reducing budgets yet still managing to improve 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 rationalise the estate and for pump-priming new initiatives.

40. The preparation of the budget is an extensive exercise spread over several months, involving the compilation of a Medium Term Financial Strategy, followed by detailed work across the Force under the supervision of the Assistant Chief Officer - Resources and in liaison with the Treasurer to the PCC. The

involvement of all parts of the service ensures awareness not only of the demands, but also of the constraints upon them. Throughout the early stages of the budget preparation process Members of the former Police Authority received regular progress reports and were able to examine proposals in depth. This preparatory work has assisted the PCC in his deliberations and ensured that nine of the ten councillor members of the Police and Crime Panel have an early understanding of the budget outlook for 2013-14. I am satisfied 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.

41. Appendix 8 to this report shows details of reserves. The Force's Assistant Chief Officer - Resources and I continually review the adequacy of reserves and provisions. The General Reserve is required for working capital and to meet unexpected expenditure in emergency situations or major crime. At 1st April 2012 the General Reserve stood at £6.411m which represented 5.5% of the budgetary requirement for 2012/13. At the time 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.
42. The capital reserves are only available for capital expenditure and the sinking funds are intended to spread the cost of the two major long-term commitments in accordance with acceptable profile, eliminating large peaks and troughs. Other earmarked reserves are estimated to reduce to £1.455m by 31st March 2015.

4.3 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
Appendix 4a	-	Identified Budget Reductions
Appendix 4b	-	Staying Ahead Schemes Delivered 2012/13
Appendix 4c	-	Future Staying Ahead Scheme Savings
Appendix 5	-	Revenue Outturn 2012/13 as at 30th November 2012
Appendix 6a	-	Police Officer Establishment Flight path
Appendix 6b	-	Police Staff Establishment Flight path
Appendix 7	-	Capital Programme 2012/13 to 2014/15
Appendix 8	-	Reserves and Sinking Funds

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2013/14 to 2016/17

At 24th December 2012

Assumption						
Base Growth (Estimated - pre-CTSS)	Precept Growth	Base Growth (Estimated - pre-CTSS)	CTSS Impact (Estimated - pre-CTSS)	Precept Growth	Total Growth	Increase / (Decrease)
%	%	£	£	£	£	£
0.883%	5.00%	351,387	-232,893	1,995,780	2,114,274	932,742
0.883%	4.50%	351,387	-232,893	1,797,236	1,915,730	734,198
0.883%	4.00%	351,387	-232,893	1,596,624	1,715,118	533,586
0.883%	3.70%	351,387	-232,893	1,476,671	1,595,165	413,633
0.883%	3.50%	351,387	-232,893	1,398,081	1,516,575	335,043
0.883%	3.25%	351,387	-232,893	1,298,809	1,417,303	235,771
0.883%	3.00%	351,387	-232,893	1,197,468	1,315,962	134,430
0.883%	2.75%	351,387	-232,893	1,098,197	1,216,691	35,159
0.883%	2.66%	351,387	-232,893	1,063,038	1,181,532	0
0.883%	2.50%	351,387	-232,893	998,925	1,117,419	-64,113
0.883%	2.25%	351,387	-232,893	897,584	1,016,078	-165,454
0.883%	2.00%	351,387	-232,893	798,312	916,806	-264,726
0.883%	1.75%	351,387	-232,893	699,041	817,535	-363,997
0.883%	1.50%	351,387	-232,893	599,769	718,263	-463,269
0.883%	1.25%	351,387	-232,893	498,428	616,922	-564,610
0.883%	1.00%	351,387	-232,893	399,157	517,651	-663,881
0.883%	0.75%	351,387	-232,893	299,885	418,379	-763,153
0.883%	0.50%	351,387	-232,893	200,613	319,107	-862,425
0.883%	0.25%	351,387	-232,893	99,273	217,767	-963,765
0.883%	0.00%	351,387	-232,893	0	118,494	-1,063,038

Heddlu Gwent Police / Police and Crime Commissioner for Gwent
Medium Term Revenue Projections 2013/14 to 2016/17
At 24th December 2012

	(a)	(b)	(c)	(d)	(e)
	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Forecast	Forecast	Forecast	Forecast
	£'000s	£'000s	£'000s	£'000s	£'000s
1 Effect of Pay Awards and Increments	942	887	2,028	2,049	2,069
2 Non-Staff Inflation	796	600	511	527	563
3 Loss of Home Office Grant Funding	-	3,138	-	-	-
4 In Service Pressures / Developments	2,304	3,253	439	1,100	1,100
5 Identified Savings	(10,251)	(738)	(104)	(104)	(104)
6 Unavoidable Cost Increases	(6,209)	7,141	2,874	3,571	3,628
7 Gross Budget Movement	(6,209)	7,141	2,874	3,571	3,628
8 Recurring Base Budget Brought Forward	121,708	115,499	122,641	125,515	129,086
9 Projected Budgetary Requirement	115,499	122,641	125,515	129,086	132,714

10	% Increase on Previous Years Base Budget	-5.10%	6.18%	2.34%	2.85%	2.81%
	Funded from:					
11	Funding					
12	Police Grant	(44,676)	(47,068)	(45,325)	(44,026)	(43,586)
13	Revenue Support Grant	(16,202)	(15,853)	(15,558)	(15,325)	(15,172)
14	National Non-Domestic Rates	(16,759)	(16,398)	(16,093)	(15,851)	(15,693)
15	Council Tax	(39,816)	(40,997)	(42,459)	(43,972)	(45,541)
16	Total Funding	(117,453)	(120,316)	(119,435)	(119,174)	(119,991)
17	Projected Recurring Deficit / (Surplus) Before Efficiencies	(1,954)	2,325	6,080	9,912	12,723
18	Efficiencies					
19	2012/13 Non-recurring Savings (To be identified)	(386)	(386)	(386)	(386)	(386)
20	Accelerated Delivery / Additionality of Staying Ahead Scheme Savings	-	(832)	(832)	(832)	(832)
21	Future Year Staying Ahead Scheme Savings	-	(1,107)	(4,281)	(6,287)	(6,809)
22	Forecast Establishment Volume Pressures					
23	Police Officers	1,905	-	-	-	-
24	Police Staff	857	-	-	-	-
25	Reserve Utilisation to offset reduced Precept Increase	(422)	-	(581)	(1,526)	-
26	Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation	0	0	0	881	4,696

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2012/13 to 2016/17

Assumptions

Description	2012/13 Budgeted	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Source
<u>Police Officers</u>						
Pay Awards	0.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
<u>Police Staff</u>						
Pay Awards	0.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
Low Earner Pay Award	£0	£250	£0	£0	£0	Recurrent effect of consolidated pay award for 2012/13
<u>Indirect Staff Costs</u>	0.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
<u>Non Staff Inflation</u>						
General (Including Rates)	4.00%	3.00%	2.00%	2.00%	2.00%	Based upon Bank of England Forecast Data
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
Utilities - Water	5.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data

Petrol	15.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
Diesel	15.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
<u>Funding</u>						
Police Funding	-6.70%	-1.57%	-1.86%	-1.50%	-1.00%	Cash Effect of Final Police Settlement 2012/13 and Provisional Police Settlement 2013/14
Council Tax Base Increase	0.76%	0.30%	0.88%	0.88%	0.88%	Actual Growth for 2013/14. Estimated for 2014/15 onwards - net of CTax Support Scheme
Council Tax Precept Increase (Appendix 1b)	2.66%	2.66%	2.66%	2.66%	2.66%	Police Authority Budget Setting Meeting 17th February 2012

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2013/14 to 2016/17

Identified Budget Pressures

Rank	Description	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Comments
1	Queen's Diamond Jubilee - Additional Bank Holiday	(120,711)	0	0	0	Reversing effect of providing non-recurrent additional staff costs, due to extra bank holiday cover in 2012/13.
2	Additional Early Easter Bank Holiday	(120,000)	0	0	0	Reversing effect of providing non-recurrent pressure for additional staff costs associated with providing bank holiday cover due to Easter falling at the end of March 2013.
3	National Procurement System Licencing Fee	(5,000)	(5,000)	0	0	Savings generated from a previous cost pressure for a newly implemented procurement system, which will facilitate electronic ordering, standardisation of procurement processes and mitigate off contract spend.
4	PEACE TINDER Collaboration (NPIA SPOC Software)	16,000	8,000	0	0	Telecomms data retrieval system to meet national requirements. It is anticipated that £8k of cashable savings and £24k cost avoidance will materialise. This system will also facilitate Specialist Crime Collaboration.
5	Crimestoppers Call Centre Service	(15,000)	0	0	0	Reduction in contributions to CrimeStoppers Service offsetting previous financial pressure.

6	BTCG Scheme Recurring Revenue Requirements	100,000	100,000	100,000	100,000	Provision for recurring revenue implications of schemes approved at BTCG.
7	NPIA Full Recovery Charging	115,000	70,000	0	0	Additional costs in respect of previously subsidised NPIA services, such as training, PNC support and Livescan support.
8	Dangerous Dogs	10,000	0	0	0	Charges incurred in prolonged kennel and veterinary charges for dangerous dogs.
9	Speed Awareness Income	30,000	0	0	0	Reduction in previously anticipated levels of income with respect to referrals to Speed Awareness Courses.
10	Low Earners Pay Award	57,000	0	0	0	Full year effect of consolidated mandatory pay award in 2012/13 to staff earning less than £21,000 pro-rata per year.
11	Wide Area Network	200,000	0	0	0	Budgetary pressure to meet the costs of the Welsh Government contract (via Siemens) to provide ICT network across the estate.
12	Evidential Property Stores	108,000	0	0	0	Team created to manage newly implemented centralised evidential property stores process.
13	Domestic Abuse Investigation Unit	330,000	0	0	0	Additional posts required to resource newly created Domestic Abuse Investigation Unit.
14	Cadet Scheme	84,000	0	0	0	Cost of an Inspector and other ancillary costs to facilitate the roll out of a formal cadet scheme.
15	Injury Pension Payment	55,000	0	0	0	Increased volume of payments to retirees resulting from injuries incurred on duty.

16	Dog Kennelling Agreement	22,000	0	0	0	Staff costs in relation to kennelling and animal welfare issues, resulting from collaboration with South Wales Police.
17	Property Rental Costs	193,000	195,000	0	0	Rental costs arising from implementation of Estate Strategy in relation to the relocation of the FCR and the creation of a centralised CID Hub.
18	Investment Income	33,000	0	0	0	Reduced level of income resulting from continued suppressed levels of return in the market.
19	Specials and Volunteers Mileage	40,000	0	0	0	Increased volume of mileage reimbursements to special constables and volunteers.
20	Insurance Premiums	114,000	0	0	0	Pressure arising from the end of the current three year contractual arrangement. Exposure to market-wide insurance cost pressures anticipated.
21	Minimum Revenue Provision	20,000	0	0	0	Reassessment of MRP requirements.
22	Mobile Data Project	299,000	0	0	0	Annual running costs of providing 1,500 airwave handset under the existing contract (Note: Staying Ahead Scheme savings on Appendix 4c, Line 5).
23	In-House Mobile Telephone Examination Software and Training	8,000	2,000	0	0	Software solution that will allow more timely and efficient examination of mobile telephone handsets.
24	SRS Projects	123,000	0	0	0	SRS staffing pressures required to fulfil Gwent Police specific projects.
25	SRS Resourcing	156,000	0	0	0	SRS staffing pressures required to fulfil ongoing Gwent Police specific requirements.

26	ACPO Staff Officer Post	70,000	0	0	0	Costs of Chief Inspector to fulfil Staff Officer role.
27	Contingent Pressure Funds	0	1,000,000	1,000,000	1,000,000	Contingent amount (based on historic trends) in recognition of future pressures that will occur in the course of force functionality.
28	Office of the Police and Crime Commissioner - Operating Costs	231,000	0	0	0	Provision for specialist support to enable the Commissioner to carry out his statutory duties in an effective and efficient manner.
29	Office of the Police and Crime Commissioner - Commissioning Provision	1,100,000	(931,000)	0	0	Budgetary provision to allow existing funding levels to Partnership schemes to be maintained and / or address other PCC priorities.
Total		3,253,289	439,000	1,100,000	1,100,000	

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2012/13 to 2014/15

Budget Reductions Identified Through Detailed Budget Setting Process

	2013/14	2014/15	2015/16	2016/17
	£	£	£	£
A Planned Budget Reductions				
1 Transitional Rent Allowance	(90,000)	(90,000)	(90,000)	(90,000)
2 Compensatory Grant	(14,000)	(14,000)	(14,000)	(14,000)
3 Review of Fleet Function	(50,000)	0	0	0
4 Review of Estate Provision	(217,000)	0	0	0
5 Mobile Data	(39,000)	0	0	0
6 Volume Crime Implementation	(175,000)	0	0	0
7 Scientific Support Implementation	(153,000)	0	0	0
Total Savings	(738,000)	(104,000)	(104,000)	(104,000)

Heddlu Gwent Police / Police and Crime Commissioner for Gwent**Medium Term Revenue Projections 2013/14 to 2016/17****Staying Ahead Scheme Savings Delivered in 2012/13**

		2012/13
Scheme		£'000's
1	Force Accessibility Review	410
2	Winsor Review	251
3	LDS/Training	88
4	Police Federation	38
5	Review of Command Structure	25
6	Print Room Review	20
Scheme Savings for Year		<hr/> 832 <hr/>

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2013/14 to 2016/17

Staying Ahead Phase 6 Schemes 2013/14 to 2016/17 and Other Savings Initiatives

		2013/14	2014/15	2015/16	2016/17	Total
		£'000s	£'000s	£'000s	£'000s	£'000s
A	Cumulative Savings Brought Forward	0	1,107	4,281	6,287	6,809
B	Scheme					
1	Review of Command Structure			229		229
2	Review of Fleet Function	25	75			100
3	Review of Vehicle Recovery Function	101				101
4	Review of Estates Provision	182	453			635
5	Mobile Data Project			183		183
6	Records Management Solution (RMS)		128	128		256
7	Emergency Planning, LRF and Logistics	165				165
8	Data Management Review		203			203
9	Service Development - Post Implementation and Further Review	105	113			218
10	Custody Review - custody detention officers	100	260			360
11	Print Room Review	5				5
12	Departmental Review of Professional Standards		68			68
13	Post Implementation of People Services		80	91		171

14	Continuous Improvement Review of Public Protection Unit	316	300		616
15	Specialist Crime incl Intelligence and Surveillance		200	200	400
16	LDS / Training	108			108
17	Roads Policing			800	800
18	Winsor Review		374	375	749
19	Savings to offset creation of Domestic Abuse Investigation Unit			330	330
20	Savings to offset creation of Property Stores Team			108	108
21	Savings to offset creation of Cadet / Young Dragons Team			84	84
22	Integrated Finance and Resource System		920		920
C	Savings for Year	1,107	3,174	2,006	522
D	Cumulative Savings Carried Forward	1,107	4,281	6,287	6,809

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

2012/13 Revenue Budget

Performance to 30th November 2012

	Initial Annual Budget	Revised Annual Budget	Budget to Date	Expendi ture to Date	Varianc e to Date	Full Year Forecast
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Expenditure						
1 Police Officer Salaries and Allowances	71,409	70,975	46,656	47,198	(542)	212
2 Police Staff Salaries and Allowances	24,142	23,605	15,946	16,106	(160)	140
3 PCSO Salaries and Allowances	5,690	6,383	4,487	4,377	110	125
4 Police Officer Overtime and Enhancements	1,736	2,032	1,326	1,466	(140)	(80)
5 Police Staff Overtime and Enhancements	1,072	1,079	632	584	48	98
6 PCSO Overtime and Enhancements	616	650	394	384	11	(4)
7 Other Employee Related Costs	2,155	2,173	1,078	948	130	129
8 Premises Costs	5,296	5,296	3,769	3,823	(54)	(192)
9 Transport Costs	3,352	3,381	2,182	1,984	198	330
10 Supplies and Services	10,724	11,628	7,241	7,044	196	267
11 Major Incident Schemes	684	684	142	142	0	250
12 Proactive Operational Initiatives	267	267	122	122	0	50
13 Contribution to NPIA	444	444	444	436	8	8
14 Capital Charges	490	490	126	126	0	0
	128,076	129,088	84,545	84,738	(194)	1,333

Reserves

15 Development Reserve	100	100	0	0	0	0
16 Police Officer Volume Pressures	1,905	1,905	1,519	1,405	115	460
17 Police Staff Volume Pressures	857	857	658	240	418	617
18 Identified Recurring Savings	(2,751)	(1,401)	(0)	0	(0)	(1,401)
	111	1,461	2,177	1,644	533	(324)

Income

19 Investment Income	(248)	(248)	(166)	(219)	53	0
20 Other Income	(7,079)	(9,295)	(6,057)	(6,711)	654	815
	(7,327)	(9,543)	(6,223)	(6,930)	707	815
21 Net Expenditure Before Transfers	120,860	121,006	80,498	79,453	1,045	1,823

Transfers

22 To Earmarked Reserves	2,022	2,022	0	0	0	0
23 To Capital Account	0	0	0	0	0	0
	2,022	2,022	0	0	0	0
Net Expenditure Including						
24 Transfers	122,882	123,028	80,498	79,453	1,045	1,823

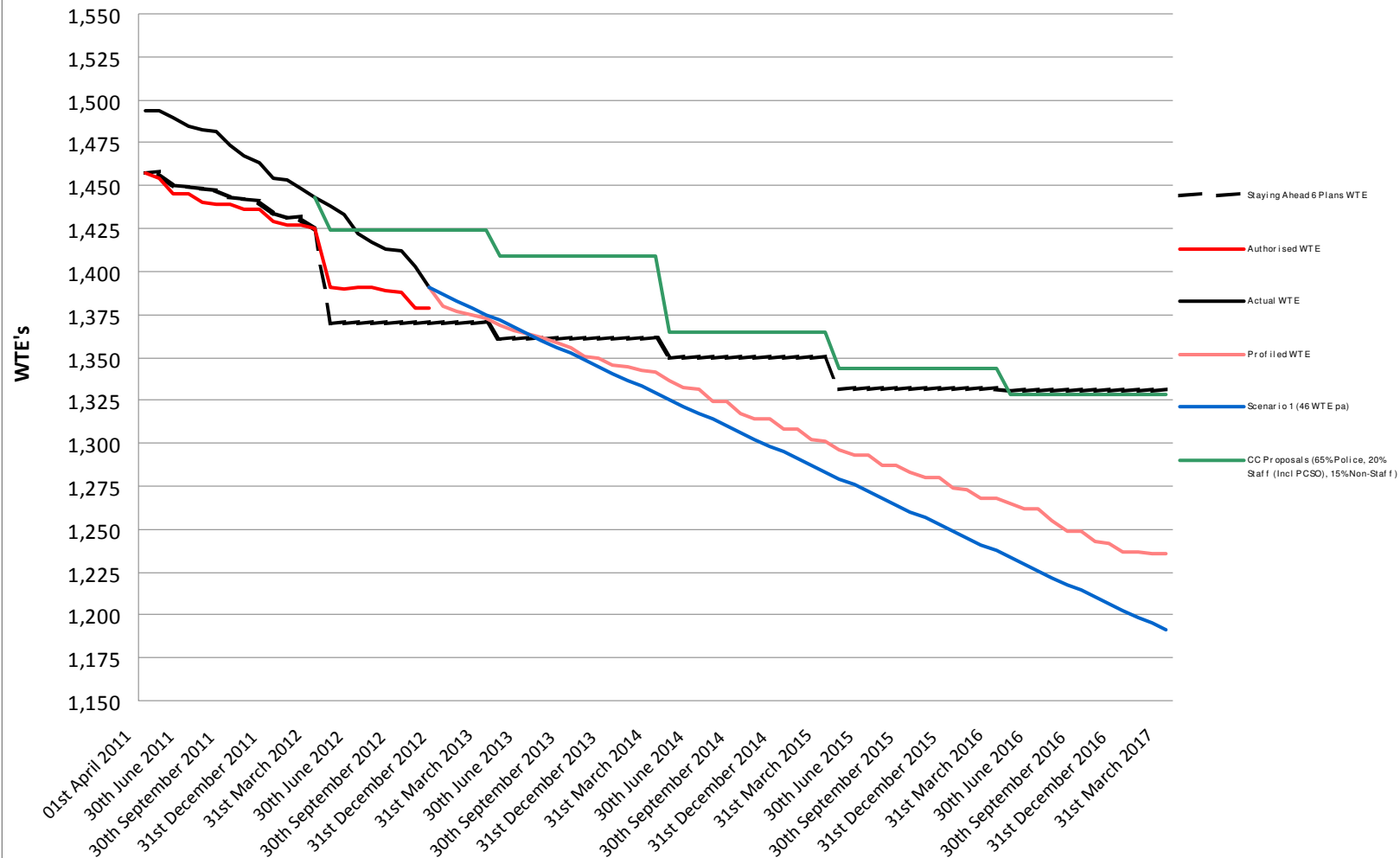
25 Funded By:

26 Revenue Support Grant	(16,202)	(16,202)	(11,214)	(11,214)	0	0
27 National Non-Domestic Rates	(16,759)	(16,759)	(11,599)	(11,599)	0	0

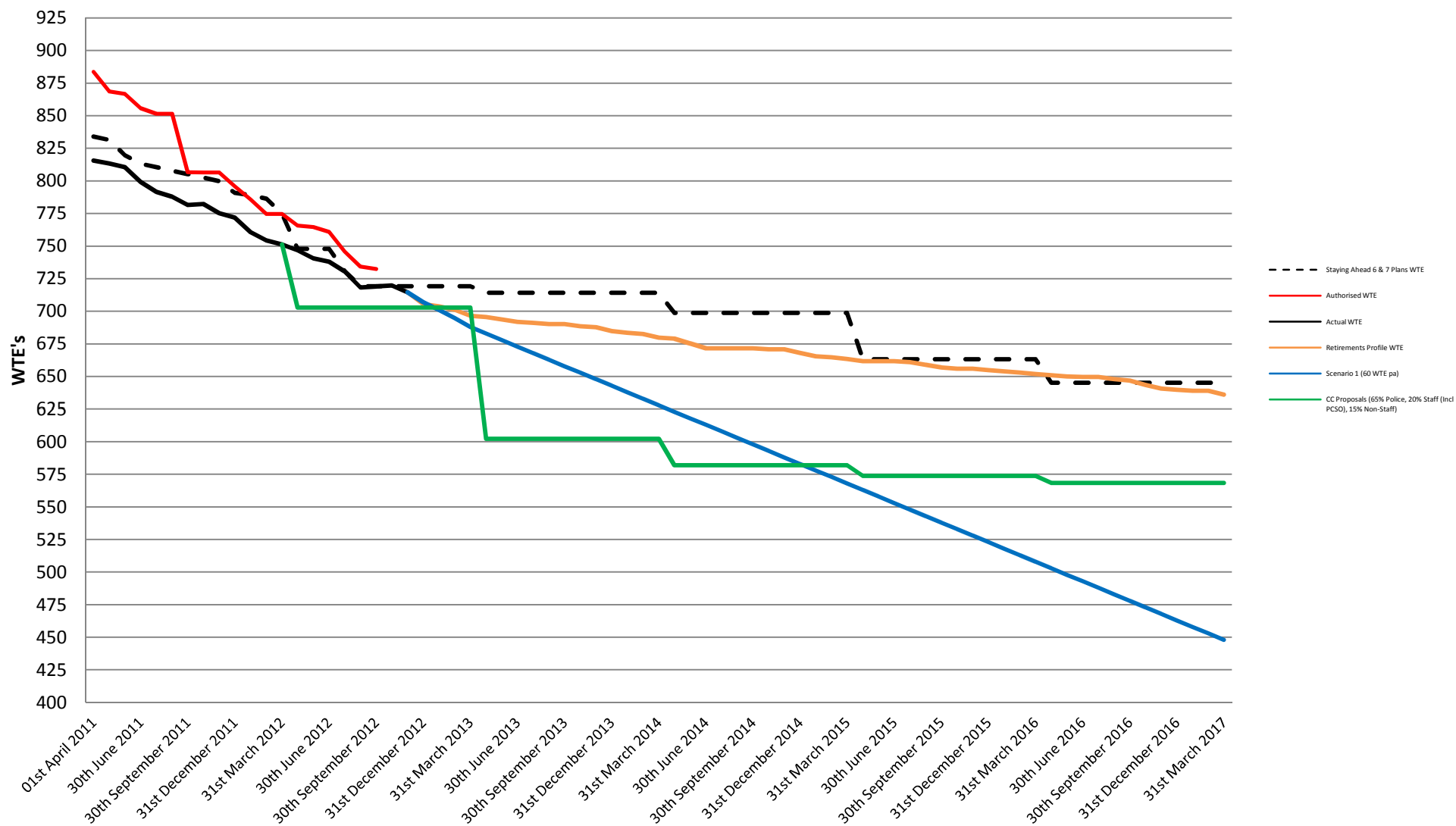
28 Police Grant	(44,676)	(44,676)	(29,784)	(29,784)	0	0
29 Council Tax	(39,816)	(39,816)	(26,544)	(26,544)	(0)	0
30 Specific Grant Income	(3,184)	(3,184)	(1,650)	(1,650)	0	0
31 Use of General Reserves	(422)	(422)	(422)	(422)	0	0
32 Use of Earmarked Reserves	(1,823)	(1,969)	(1,969)	(1,969)	0	0
Total Funding	(122,882)	(123,028)	(83,182)	(83,182)	0	0
	0	0	(2,683)	(3,729)	1,045	1,823

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Financial Projections 2013/14 to 2016/17 Police Officer Establishment Flight Path - November 2012



**Heddlu Gwent Police / Police and Crime Commissioner for Gwent
Medium Term Financial Projections 2013/14 to 2016/17
Police Staff (Excl CSO's) Establishment Flight Path - November 2012**



Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2012/13 to 2014/15

Capital Programme 2012/13 to 2014/15

		Current 2012/13 £'000s	Projected 2013/14 £'000s	Projected 2014/15 £'000s
A	Estate			
1	Regular Capital Maintenance	298	300	300
2	Replacement HQ		250	
3	Decommissioning of Headquarters			1,000
4	Operational Support Hub - setup costs			1,500
5	Replacement FCR	100	3,430	
6	CID Hub - setup costs		277	
7	Neighbourhood Stations	0	0	0
	Total Estate	398	4,257	2,800
B	Vehicles	1,608	1,515	1,998
C	Information Systems			
1	Voice Over Internet Protocol	338		
2	PSBA Link at IL3 to SWP	0		
3	Identity Access Management	0		
4	EDRMS	175	174	
5	Equallogic SANS - storage		170	
6	Replacement ICCS System		500	

7	PND			
8	MOPI (Biztalk)			
9	Renew Command & Control			1,161
10	All Wales Digital Recording Project	300		
11	All Wales Gazateer	0		
12	Inter-relation Management System		980	520
13	Decommissioning of HQ ICT systems		500	
14	Enterprise Resource Planning System		3,000	
	Total Information Systems	813	5,324	1,681
D	Other BTCG Projects / Schemes	200	200	200
E	Total Programme	3,019	11,296	6,679
F	Funding			
1	Capital Grant	1,157	1,037	1,100
2	Receipts from sale of Premises	1,087	680	3,000
3	Funding from Reserves	775	9,579	2,579
G	Total Funding	3,019	11,296	6,679
H	Surplus Funds	0	0	0

Heddlu Gwent Police / Police and Crime Commissioner for Gwent

Medium Term Revenue Projections 2013/14 to 2016/17

Financial Performance to 30th November 2012

Reserves and Sinking Funds

	Opening Balance 2012/13 £'000s	Actual Movement 2012/13 £'000s	Forecast Movement 2012/13 £'000s	Forecast Year End 2012/13 £'000s	Forecast Movement 2013/14 £'000s	Forecast Year End 2013/14 £'000s	Forecast Movement 2014/15 £'000s	Forecast Year End 2014/15 £'000s
A Reserves								
1 General Reserve (Operational)	6,411	0	0	6,411	0	6,411	(885)	5,526
2 Precept Top-Up Reserve	2,529	(422)	0	2,107	0	2,107	(581)	1,526
3 Total General Reserves	8,940	(422)	0	8,518	0	8,518	(1,466)	7,052
B Earmarked Reserves								
1 Insurance	1,455	0	0	1,455	0	1,455	0	1,455
2 Specific Reserves	1,167	(6)	(459)	702	(350)	352	(352)	0

3	Capital & Estate Strategy	7,411	101	(974)	6,538	(6,538)	0	0	0
4	Staying Ahead Reserve	6,793	(336)	(210)	6,247	(4,886)	1,361	(1,361)	0
Total Earmarked		16,826	(241)	(1,643)	14,942	(11,774)	3,168	(1,713)	1,455
C Capital Reserves									
1	Command & Control	1,161	0	0	1,161	0	1,161	(1,161)	0
2	Total Capital Reserves	1,161	0	0	1,161	0	1,161	(1,161)	0
D Total Reserves									
		26,927	(663)	(1,643)	24,621	(11,774)	12,847	(4,340)	8,507
E Sinking Funds									
1	PFI	10,153	(1,522)	1,682	10,313	164	10,477	130	10,607
2	Airwave	4,093		(99)	3,994	208	4,202	208	4,410
3	Total Sinking Funds	14,246	(1,522)	1,583	14,307	372	14,679	338	15,017
F Total Reserves and Sinking Funds									
		41,173	(2,185)	(60)	38,928	(11,402)	27,526	(4,002)	23,524

REPORT ON THE PROPOSED APPOINTMENT OF THE DEPUTY POLICE AND CRIME COMMISSIONER FOR GWENT

Background

This report is made in accordance with the Panel's statutory duty contained in Paragraph 10, Schedule 1 of the Police Reform and Social Responsibility Act 2011.

Review of Appointment

The Gwent Police and Crime Commissioner notified the Panel on 28th December 2012 of his intention to appoint Mr Paul Harris as the Deputy Police and Crime Commissioner for Gwent.

The Panel held a public confirmation hearing to review the proposed senior appointment at Penallta House on 11th January 2013 when Panel Members held a detailed discussion with Mr Harris to assess his suitability for the position of Deputy Police and Crime Commissioner for Gwent. The Panel considered Mr Harris' suitability against the role's Person Specification Criteria; namely,

- Experience and Qualifications
- Skills, Knowledge and Competence
- Qualities

Recommendation

The Panel voted to endorse the proposed appointment of Mr Paul Harris as Deputy Police and Crime Commissioner for Gwent.

14th January 2013

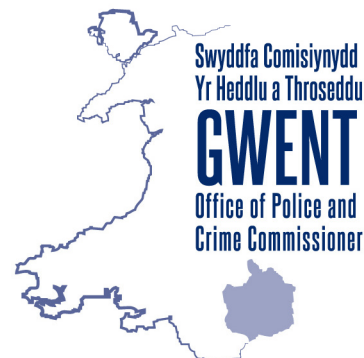
Swyddfa Comisiynydd yr Heddlu a Throsedd, Gwent
Office of Police and Crime Commissioner, Gwent

Pencadlys Heddlu Gwent | Gwent Police Headquarters,
Croesyceiliog, Cwmbrân, NP44 2XJ

Ffôn | Tel: 01633 642 200

Ebost | Email: commissioner@gwent.pnn.police.uk

Web | Web: www.gwent.pcc.police.uk



Comisiynydd yr Heddlu a Throsedd ar gyfer Gwent | Police and Crime Commissioner for Gwent:
Ian Johnston QPM

Councillor J Guy
Chair of Police & Crime Panel
c/o Jonathan Jones
Caerphilly County Borough Council
Tredomen
CAERPHILLY

28th December 2012

Dear Councillor Guy

Please find attached the report providing information for consideration by the Police & Crime Panel in relation to my nomination of Mr Paul Harris as Deputy Police and Crime Commissioner for Gwent.

As detailed in the report the criteria I have used to determine my nomination is:

- Experience and understanding of the police service and of police governance and accountability with community groups in Gwent.
- Shared values in respect of the role and purpose of the police service and its accountability
- High levels of integrity and someone who I have complete confidence in, and
- A shared understanding not to interfere in the operational independence of the police.

As I stated during my election campaign that the size of the job was such that I would appoint a deputy. Having been in post for four weeks, I am even more convinced that such an appointment is necessary.

I want someone who has the experience and skills to help me deliver the pledges and commitments that I made to the electorate

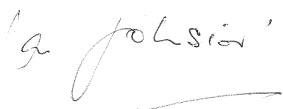
I have chosen a deputy who shares my enthusiasm and passion about policing; someone who has a proven track record and can be relied upon to deliver for the people of Gwent. Paul Harris had a successful and varied police career within Gwent and in the international policing arena.

I believe that Mr Harris fully meets the criteria as follows:

- He is a Newport man who joined Gwent Police as a 17 year old cadet and patrolled in uniform in Pontypool and Cwmbran before joining the CID at Newport.

- His analytical skills and attention to detail were demonstrated as a member of the Fraud Squad and as Gwent's first financial investigator.
- On regional secondment to the National Criminal Intelligence Service his people skills and strength of personality came to the fore and he excelled at promoting collaborative working amongst the eight police forces in Wales and SW England, the Regional Crime Squads and Customs investigators.
- As a Chief Inspector in the Corporate Support department he demonstrated his communication and presentational skills working with the Chair of the Police Authority in early efforts at public consultation when policing plans were a relatively new development.
- As a senior detective he researched and drafted the strategy documents underpinning the Force's approach to crime and drugs.
- The latter years of his police career were spent working overseas. As an attaché at the British Embassy in The Hague he was responsible for the UK's bilateral police co-operation with the Netherlands, Belgium and France. This liaison officer role required great versatility and diplomacy in representing the UK's interests with Ministers, MPs and officials in some of the most sensitive areas of policing.
- An essential qualification for the role is integrity. Paul is vetted to the highest security level and since retiring from the police service he has worked for the Foreign & Commonwealth Office carrying out investigations and reviews of security clearance.
- I have known Paul Harris for over 30 years and have first-hand experience of his attainments. I am convinced that his personal style, disposition, experience and skills meet the requirements of the post. He understands what I want to achieve in the next 3½ years and although we agree on most things, he is not afraid to let me know when he does not. I commend him to you.

Yours sincerely



Ian Johnston, QPM

Police & Crime Commissioner for Gwent

Enc.

DECISION NO:**OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT****TITLE:** Proposed appointment of the Deputy Police and Crime Commissioner for Gwent**DATE:** 11th January 2013**TIMING:** Within three weeks of receiving notice of a proposed appointment of a Deputy Police and Crime Commissioner, the Police and Crime Panel are required to hold a confirmation hearing and respond with a recommendation on the suitability of the proposed candidate.**PURPOSE:** For Decision

1.	<u>RECOMMENDATION</u> <ul style="list-style-type: none">a. In accordance with the Police Reform and Social responsibility Act 2011 the Panel are invited to review the proposed appointment of Mr Paul Harris as Deputy Police and Crime Commissioner for Gwent.b. Make a recommendation to the Police and Crime Commissioner for Gwent as to whether or not the candidate should be appointed.
2.	<u>INTRODUCTION & BACKGROUND</u> <p>The Police Reform and Social Responsibility Act 2011 ('the Act') provides, under section 18(1), that the Police and Crime Commissioner for a police area may appoint a person as the Deputy Police and Crime Commissioner for that area.</p> <p>Under Schedule 1, paragraph 9, of the Act, the Police and Crime Commissioner must notify the Police and Crime Panel ("the Panel") of his proposed appointment to the post of 'Deputy Police and Crime Commissioner'. The Commissioner must also notify the Panel of the following information:</p> <ul style="list-style-type: none">a) The name of the person he is proposing to appoint;b) The criteria used to assess the suitability of the candidate for the appointment;c) Why the candidate satisfies those criteria; andd) The terms and conditions on which the candidate is to be appointed <p>Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the Commissioner on the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed, within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment.</p> <p>The Commissioner must notify the Panel of the decision whether to accept or reject the recommendation of the Panel.</p>
3.	<u>ISSUES FOR CONSIDERATION</u> <p>3.1 Name of the Candidate</p> <p>The name of the person the PCC is proposing to appoint to the post of Deputy Police and Crime Commissioner for the Gwent is Mr Paul Harris.</p> <p>3.2 Criteria used to assess the suitability of the candidate for the appointment</p>

	<p>The Police and Crime Commissioner recognises that his statutory duties are significant (see appendix 1) and that he is the person solely responsible for their discharge. As a consequence he wants to appoint a deputy who can provide extra support to him, but in particular someone who has:</p> <ul style="list-style-type: none"> a) Experience and understanding of the police service and of police governance and accountability. b) Understanding of the need for engagement with community groups within Gwent. c) Shared values in respect of the role and purpose of the police service and its accountability. d) High levels of integrity and someone who the Commissioner has complete confidence in e) A shared understanding not to interfere in the operational independence of the police <p>3.3 The Police and Crime Commissioner is satisfied that Mr. Paul Harris, who is a retired senior police officer, has suitable experience and understanding of the police service and that in assisting in the election campaign he demonstrated an understanding of the role and commitment to community engagement</p> <p>3.4 Terms and Conditions of Appointment</p> <p>The Deputy Police and Crime Commissioner will be a member of staff of the Office of the Police and Crime Commissioner. A copy of the Terms and Conditions are attached.</p> <p>The appointment is full time and is not politically restricted. The term of employment can be terminated on one month's notice by either party but will terminate in the event of the Commissioner leaving or being removed from office or when the current term of office of the appointed Police and Crime Commissioner ends (i.e. the sixth day after the day of the poll at the next ordinary election in 2016) (see annexes a-c).</p>
	<p><u>NEXT STEPS</u></p> <p>The panel are required to hold a confirmation hearing to consider the proposed appointment of the Deputy Police and Crime Commissioner. The Panel will advise the Commissioner of its recommendation and publish its decision following the meeting.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>The salary will be £52,500 per annum. This has been calculated at 75% of the salary of the Police and Crime Commissioner. The salary and employer on costs can be contained within existing budgetary provisions.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The Deputy will be a member of staff of the Office of Police and Crime Commissioner.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The power and process by which the Police and Crime Commissioner may appoint a Deputy Police and Crime Commissioner for his police area is provided by The Police Reform and Social Responsibility Act 2011 (section 18(1), and Schedule 1, paragraphs 9 and 10, respectively).</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>Although the DPCC is a member of the PCC's staff (s18(10) of the Act), under paragraph 8(4) of Schedule 1 of the Act the appointment of a DPCC is exempt from the requirement of Section 7 of the Local Government and Housing Act</p>

	<p>1989, that all staff appointments should be made on merit. There is therefore no requirement for the open recruitment process that would normally apply when recruiting staff to the Commissioner's office.</p> <p>Nevertheless, in carrying out his functions, the DPCC will need to have due regard to the provisions of the Equality Act 2010 and, in particular, to the general equality duty, the broad purpose of which is to integrate consideration of equality and good relations into day to day business and for consideration to be given to how public bodies can positively contribute to the advancement of equality and good community relations.</p>
9.	<p><u>PUBLIC INTEREST</u></p> <p>This document will be made available to the public.</p>
10.	<p><u>CONTACT OFFICER</u></p> <p>Shelley Bosson, Chief Executive to the Police and Crime Commissioner for Gwent</p>
11.	<p><u>ANNEXES</u></p> <p>Annex A – Deputy Police and Crime Commissioner – Disqualification Criteria</p> <p>Annex B – Declaration by proposed appointee of the office of Deputy Police and Crime Commissioner for Gwent</p> <p>Annex C – Terms and Conditions of Appointment</p> <p>Appendix 1 – Summary of Statutory Role, Responsibilities and Functions of the Police and Crime Commissioner and the permissible delegation of functions by a PCC to a Deputy Police and Crime Commissioner</p> <p>Appendix 2 – Secretary of State for Home Departments Determination on Police and Crime Commissioner's Expenses</p> <p>Appendix 3 – Job Profile: Deputy Police and Crime Commissioner</p> <p>Appendix 4 – Curriculum Vitae Of Paul Harris</p>

DEPUTY POLICE AND CRIME COMMISSIONER – DISQUALIFICATION CRITERIA

Extracts from the Police Reform and Social Responsibility Act 2011

S8 The Deputy Police and Crime Commissioner

Relevant extracts from paragraph 8, Schedule 1, of the Police Reform and Social Responsibility Act 2011

- 8 (1) This paragraph applies to a person appointed under section 18 by a Police and Crime Commissioner to be the deputy police and crime Commissioner.
- (2) None of the following may be appointed as the deputy police and crime commissioner-
- a) a person who has not attained the age of 18 on the day of the appointment;
 - b) a person who is subject to a relevant disqualification;
 - c) a Member of the House of Commons
 - d) a Member of the European Parliament
 - e) a Member of the National Assembly for Wales
 - f) a Member of the Scottish Parliament
 - g) a Member of the Northern Ireland Assembly
- (3) The terms and conditions of a person who is appointed as the deputy police and crime commissioner must provide for the appointment to end not later than the day when the current term of Office of the appointing police and crime commissioner ends.
- (4) Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) does not apply to the deputy police and crime commissioner.
- (5) In this paragraph “current term of office”, in relation to the appointment of a deputy police and crime commissioner by a police and crime commissioner, means the commissioner’s term of office which is running at the time the appointment is made.
- (6) For the purposes of this paragraph, a person is subject to a relevant disqualification if the person is disqualified from being elected as, or being, a police and crime commissioner under-
- a) section 65(1) (police officers, police-related employment etc), other than paragraph (e)(ii); or
 - b) section 66(1), 3(a)(iii) or (iv), 3(c) or 3(d) (citizenship, bankruptcy, criminal convictions & corrupt or illegal election practices)

S65 Disqualification from election or holding office as police and crime commissioner: police grounds

Relevant extracts from Section 65(1) of the Police Reform and Social Responsibility Act 2011

- 65 (1) A person is disqualified from being elected as, or being, a Police and Crime Commissioner if the person-
- a) is disqualified from being a member of the House of Commons under section 1(1)(d) of the House of Commons Disqualification Act 1975 (members of police forces for police areas in the United Kingdom);

- b) is a member of-
 - (i) the British Transport Police Force
 - (ii) the Civil Nuclear Constabulary
- c) is a special constable appointed-
 - (i) under section 27 of the Police Act 1996 for a police area or the City of London police area;
 - (ii) under section 25 of the Railways and Transport Safety Act 2003 (British Transport Police Force)
- d) is a member of staff of the chief officer of police of any police force maintained for a police area;
- e) is a member of staff of-
 - (i) a Police and Crime Commissioner;
 - (ii) the Mayor's Office for Policing and Crime;
- f) is the Mayor of London;
- g) is a member of the Common Council of the City of London or a member of staff of that Council in its capacity as a police authority;
- h) is a member (including a member who is chairman or chief executive), or a member of staff, of-
 - (i) the British Transport Police;
 - (ii) the Civil Nuclear Police Authority;
 - (iii) the Independent Police Complaints Commission;
 - (iv) the Serious Crime Agency;
 - (v) The National Policing Improvement Agency;
- i) holds any employment in an entity which is under the control of-
 - (i) a local policing body;
 - (ii) any body mentioned in paragraph (h);
 - (iii) the chief officer of police for any police force maintained for a police area or the City of London police area;
 - (iv) the chief officer of police for any police force mentioned in paragraph (b).

S66 Disqualification from election or holding office as police and crime commissioner: other grounds

Relevant extracts from Section 66 of the Police Reform and Social Responsibility Act 2011

- 66 (1) A person is disqualified from being elected as, or being, a police and crime commissioner unless the person satisfies the citizenship condition (see section 68)
- (3) A person is disqualified from being elected as, or being, a police and crime commissioner if:-
- (a) the person is the subject of-
 - (iii) a bankruptcy restrictions order under paragraph 1 of Schedule 4A to that Act;
 - (iv) a bankruptcy restrictions interim order under paragraph 5 of that Schedule;
 - (c) the person has been convicted in the United Kingdom, the Channel Islands, or the Isle of Man, of any imprisonable offence
- (whether or not sentenced to a term of imprisonment in respect

- of the offence); or
- (d) the person is incapable of being elected as a member of the House of Commons, or is required to vacate a seat in the House of Commons, under Part 3 of the Representation of the People Act 1983 (consequences of corrupt or illegal practices).

S68 Citizenship condition

Relevant extract from Section 68 Police Reform and Social Responsibility Act 2011

- 68
- (1) This section applies for the purposes of section 66.
 - (2) A person satisfies the citizenship condition if the person is—
 - (a) a qualifying Commonwealth citizen,
 - (b) a citizen of the Republic of Ireland, or
 - (c) a citizen of the Union.
 - (3) For the purposes of this section, a person is a qualifying Commonwealth citizen if the person is a Commonwealth citizen and—
 - (a) is not a person who requires leave under the Immigration Act 1971 to enter or remain in the United Kingdom, or
 - (b) is a person who requires such leave but for the time being has (or is, by virtue of any enactment, to be treated as having) indefinite leave to remain within the meaning of that Act.
 - (4) But a person who does not require leave to enter or remain in the United Kingdom by virtue only of section 8 of the Immigration Act 1971 (exceptions to requirement for leave in special cases) is not a qualifying Commonwealth citizen by virtue of subsection (3)(a).
 - (5) In this section the expression “citizen of the Union” is to be construed in accordance with Article 20(1) of the Treaty on the Functioning of the European Union.

The Police and Crime Commissioner for Gwent

**Declaration by proposed appointee to the office of
Deputy Police and Crime Commissioner for Gwent**

I, **Paul Harris** of 144, Risca Road, Newport, South Wales, NP20 3SA declare that I am aware of the provisions of the Police Reform and Social Responsibility Act 2011 and to the best of my knowledge and belief I am eligible for appointment as Deputy Police and Crime Commissioner for Gwent and I am not subject to a relevant disqualification.

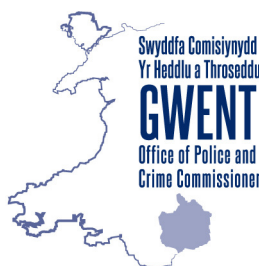
I acknowledge that I hold office subject to the requirements of paragraph 8 of Schedule 1 of the Police Reform and Social Responsibility Act 2011.

Signed.....

Witnessed.....

Dated:.....

Deputy Police and Crime Commissioner for Gwent
Terms and Conditions of Appointment (draft)



This document is issued in accordance with Sections 1 to 7 of The Employment Rights Act 1996 and sets out the terms and conditions of your employment by the Police and Crime Commissioner for Gwent (hereinafter “the Commissioner”, “Commissioner” or “we”) of Police Headquarters, Croesyceiliog, Cwmbran. NP44 2XJ. This document serves as the “Principal Statement” required by section 1 of the Employment Rights Act 1996.

Your position is not politically restricted under the Police Reform and Social Responsibility Act 2011

1. You are employed by the Commissioner as **Deputy Police and Crime Commissioner for Gwent** (hereinafter “DPCC”) and by virtue of Section 18(10) of the Police Reform and Social Responsibility Act 2011 a member of the Commissioner’s staff. Your terms and conditions of employment are those contained in this document. A copy of your Role Profile is attached. No person other than you and the Commissioner may enforce any terms of this document.
2. The job duties listed in the Role Profile are a guide to your main duties as at the commencement of your employment. Because of the evolving nature of your role and over the passage of time your job duties may change. You will be notified in writing of any changes when they occur. You are required to be flexible in the duties you undertake and carry out any reasonable duties that you are requested to do, that fall within

your capabilities.

3. You will comply with any rules, policies and procedures set out in the staff handbook a copy of which will be given to you. The staff handbook does not form part of the contract of employment and the Commissioner may amend it and/or any other policies at any time.
4. You will not be required to work outside the UK for more than one month during the term of your employment.

Continuous Employment

5. No employment with a previous employer will count towards the period of employment that you have with the Commissioner. When calculating your entitlement to a redundancy payment, your continuous service is defined by the Redundancy Payments (Local Government) (Modification) Orders.

Place of Work

6. Your normal place of work is at Gwent Police Headquarters, Croesyceiliog or any such place within the area for which the Commissioner may have responsibility (whether current or future) and which we may reasonably require for the proper performance of your duties.
7. You will be required to move either permanently or temporarily to any location for which the Commissioner has responsibility whether current or future.

Probationary Period

8. The first six months of your employment will be a probationary period and your employment may be terminated during this period at any time on one week's notice or a payment in lieu of notice. The

probationary period may be extended for a further period of 3 months. During your probationary period your performance and suitability for continued employment will be monitored. At the end of the probationary period you will be informed in writing if you have successfully completed your probationary period.

Salary and Allowances

9. Your salary is £52,500 per annum. We will pay your salary each month in 12 equal payments (normally on the last working day of each month) into your bank account less such deductions for tax and National Insurance as the Commissioner is obliged by law to make. If we over pay your salary or other payments, we have the right to recover the over payment by taking phased salary deductions from other salary payments we make to you. The Commissioner will review your salary in line with the reviews that are conducted by the Home Secretary of his own salary. The Commissioner is under no obligation to award an increase in salary following a review.

Hours of work

10. Your normal working hours are 9am to 5pm on Mondays to Thursdays and 9am to 4pm on Fridays and such hours as are necessary for the proper performance of your job role. You will receive no further remuneration in respect of any additional hours worked. You are excluded from any overtime, flexi working or TOIL schemes operated by the Commissioner.
11. We must protect the health and safety of all our staff. Both the Commissioner and Employees are bound by the Working Time Regulations 1998 with which you must comply and which may be amended from time to time by the Commissioner in its absolute discretion. A copy of this policy can be obtained from the Chief Executive.

Holiday

12. You are entitled to 27 days annual leave pro rata to the hours worked. The holiday year is from 1 April to 31 March. If you start or leave employment during the year, you are entitled to days off in proportion to the number of completed months' service during the year. If you do not take your days off within the holiday year, you will lose those days. In exceptional cases, with approval from the Commissioner, you may carry over 5 days from one holiday year to the next. You must take these days before the end of May of the subsequent leave year. You will also be entitled to public and bank holidays.
13. The Commissioner must approve any time you want to take off. However you may have to work on public and bank holidays and will be entitled to take appropriate time off in the remainder of the leave year. Holiday leave arrangements are dealt with by the Commissioner's Chief Executive.
14. If, when your employment ends, you have taken less than your holiday entitlement for the holiday year so far, the Working Time Regulations automatically entitle you to receive pay for the holiday leave not taken. Also, if you have taken more days than your entitlement a pay adjustment will be made.

Sickness absence

15. Payments during any absence due to sickness or injury will be in accordance with the requirements of the legislation relating to statutory sick pay (SSP). For these purposes your "qualifying day(s)" will be those day(s) on which you are normally required to work. SSP is payable from the fourth qualifying day in any 'period of incapacity for work'.
16. Arrangements for reporting and monitoring sickness absence are

set out in the Office of the Police & Crime Commissioner Attendance Management Policy. The Commissioner has right at any time to require that you are examined by a medical practitioner /clinician and to cease your pay if you do not comply with the Commissioner's attendance policy.

17. There is no rule that entitlement to SSP has to be exhausted before the Commissioner may terminate your employment.

Pension and Retirement

18. Unless you choose to opt out, you will automatically become a member of the Local Government Pension Scheme. When you retire, the pension scheme provides benefits based on your length of service and the salary you received in the best of your last three years of service.

19. While a member of the scheme you will be 'contracted out' of the State Second Pension (S2P) and so will not build up any more benefits under S2P. This does not affect your entitlement to the Basic State Pension.

20. You will be sent details of the pension scheme, its effect on S2P and how to opt out of membership, if you wish to do so.

Collective Agreement

21. The collective agreements between the Commissioner and UNISON, a copy of which is available from the Commissioners Chief Executive, directly affects your employment.

Notice Period/Termination of Contract

22. The appointment as DPCC may be terminated at any time by the Commissioner and will terminate in any event upon the Commissioner

ceasing to hold office for any reason, including reaching the end of the term of office under which the appointment is made.

23. After the completion of your probationary period (or any extension of it) you are entitled to receive the minimum statutory notice contained in section 86(1) of the Employment Rights Act 1996 namely after one month one week's notice for each completed year of service to a maximum of 12 weeks for 12 years, you are required to give one month's notice to terminate the contract of employment.

24. This contract will also terminate in the event of you being subject to a relevant disqualification as defined by paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011.

Complaints

25. If you have a complaint about your employment you should contact the Chief Executive of the Commissioner. Any complaints against you will be dealt with by the Police and Crime Panel.

General Behaviour and Conduct

26. The Commissioner expects you to follow the highest standards of behaviour in the workplace and when you are not at work. You must contribute fully to delivering services and must support activities to the highest standards and behave at all times with integrity and honesty. All colleagues have the right to be treated with dignity and respect. Behaviour which is in any way offensive or demeaning is not acceptable. You are subject to the Code of Conduct which applies to the Commissioner. You will also be required to adhere to the requirements of the Committee on Standards in Public Life (commonly referred to as the "Nolan Principles") details of which can be found at <http://www.public-standards.gov.uk>

Disciplinary and Grievance

27. You must adhere to all of the relevant employment policies of the Commissioner from time to time in force and with your Terms & Conditions of Employment. Failure to do so may result in disciplinary action being taken against you, including ending your employment immediately without notice. A copy of the Disciplinary policy is available through the Office of the Police and Crime Commissioner.

Dress Code

28. The Commissioner expects you to dress appropriately and in a way that gives confidence to our communities and public.

Diversity and Equal Opportunities

29. The Commissioner's aim is to employ a workforce at all levels that reflects the culture and the diverse mix of the communities he/she serves. The Commissioner is committed to providing fairness and equal opportunities to you as a member of staff in a workplace that is free from bullying, intimidation, harassment and discrimination. This means that the Commissioner will recognise and develop the talents of all and treat everyone with dignity and respect. The COMMISSIONER will treat you fairly and you must behave in this way towards others, in accordance with the Commissioner's Equal Opportunities Policy which is attached.

Performance and Training

30. You will have an annual performance and development review and appropriate training by the Commissioner.

Confidentiality

31. The Commissioner expects you to keep official information and documents strictly confidential. Any unauthorised disclosure of

information which is confidential to the Commissioner or Gwent Police will be regarded as a breach of discipline. You are reminded, as you are subject to the Official Secrets Act 1989, it is an offence to reveal without authorisation any information, document or other item, which is or has been in your possession. You will be required as a condition of your employment to sign documentation relating to the Official Secrets Act which will be held by the Home Office.

32. Unauthorised access to or use of computer systems, or information stored on computer or otherwise, may be an offence under the Data Protection Act 1998, the Copyright, Designs and Patents Act 1988 or the Computer Misuse Act 1990. You must keep information confidential (especially under the legislation above).

Data Protection Act 1998

33. The Data Protection Act 1998 covers how personal information may be used and sets out eight principles for handling information and lists the offences that may be committed by not following the act. You must follow the requirements of the Data Protection Act 1998 and must not breach regulations.

Interception of Telecommunications

34. You should be aware that in order to ensure the confidentiality, integrity and availability of police service networks, systems and information, protective interception and monitoring of communication may take place. Consequently there can be no expectation of privacy when using official systems.

Freedom of Information Act 2000

35. Under this Act every employee has a duty to provide assistance to any requestor by receiving and progressing a request and/or producing

information when requested. If you alter, tamper with or destroy information on paper or computerised after a request has been received you could be liable to a fine of up to £5000 and disciplinary action.

Vetting Procedure

36. The Commissioner applies a vetting procedure to all members of its staff. You are required to notify the Commissioner of any changes in your personal circumstances which could affect the vetting status which you have been granted. A copy of the Commissioner's policy is available from the Commissioners Chief Executive. It is a requirement of your employment that you are "SC" cleared and maintain that clearance. Failure to do so on your part will amount to a fundamental breach of your contract of employment.

Other employment

37. You should not carry out extra employment where this conflicts with your employment with us, or which harms your performance at work or your employment. As a result, you must follow our policy in declaring your Business Interests which applies to designated posts.

Contact with the Media

38. You agree that any contact with the press or media in relation to any business of the Commissioner is forbidden unless you have the prior consent of the Commissioner.
39. Should you wish to publish any letters, articles or otherwise including being mentioned or referred to in a newspaper or magazine article internet or radio programme you are required to obtain the prior written consent of the Commissioner.

I accept employment under the Terms & Conditions of Employment as set out in this contract.

Signed..... Date

Summary of the Statutory Role, Responsibilities and Functions of the Police and Crime Commissioner (PCC) and the permissible delegation of functions by a PCC to a Deputy Police and Crime Commissioner (DPCC)

PCC FUNCTIONAL RESPONSIBILITY	PR&SR Act 2011 Reference to Section of Act	Permissible Delegation of PCC function to DPCC?	
		Permissible (at discretion of PCC)	Non-Permissible (s18(3)(b))
Policing			
Secure the maintenance of an efficient and effective police force for that area	s1(6)	√	
Strategic Planning			
Issue a Police and Crime Plan	s5		X
Review the Police and Crime Plan	s5(9)	√	
Holding the Chief Constable (CC) to account for:			
• The exercise of the functions of the CC, and of persons under the direction and control of the CC	s1(7)	√	
• The exercise of the duty to have regard to the Police and Crime Plan	s1(8)(a)	√	
• The exercise of the duty to have regard to the Strategic Policing Requirement	s1(8)(b)	√	
• The exercise of the duty to have regard to codes of practice issued by the Secretary of State	s1(8)(c)	√	
• The effectiveness and efficiency of the CC's arrangements for co-operating with other persons	s1(8)(d)	√	
• The effectiveness and efficiency of the CC's arrangements for engagement with local people	s1(8)(e)	√	
• The extent to which the CC achieves value for money	s1(8)(f)	√	
• The exercise of duties relating to equality and diversity	s1(8)(g)	√	
• The exercise of duties in relation to the safeguarding of children and the promotion of child welfare	s1(8)(g)	√	
Partnership Working			
May make a crime and disorder reduction grant to any person	s9(1)	√	

Must have regard to the relevant priorities of each responsible authority	s10(1)	√	
Must act in co-operation with responsible authorities	s10(2)	√	
Must make arrangements with criminal justice agencies for the exercise of functions so as to provide an efficient and effective criminal justice system for the area	s10(3)	√	
Must keep under consideration the ways in which the collaboration functions could be exercised to improve the efficiency and effectiveness of the policing body and/or the Force, or one or more other policing bodies and forces	s89(2)	√	
Enter into collaboration arrangements	s89 & Schedule 12	√	
Keep collaboration agreements under review	s89 & Schedule 12	√	
Provide advice and assistance to a body outside the UK	Schedule 16, para. 25	√	
People			
Appointment, suspension and removal of the CC	s38		X
Appointment of a chief executive and chief finance officer	Schedule 1	√	
Appointment of Deputy Police and Crime Commissioner	s18(1)		X
Appointment of other staff as appropriate	Schedule 1, para. 6(3)	√	
Information and Engagement			
Publish specified information for the public in the time or manner specified	s11	√	
Produce an Annual Report	s12	√	
Provide the Police and Crime Panel with any information which the Panel may reasonably require	s13	√	
Make arrangements for obtaining:	s14		
• The views of people about matters concerning the policing of the area		√	
• The views of victims of crime about matters concerning the policing of that area		√	
• The views of:			
(a) The people in that area		√	
(b) The relevant ratepayers' representatives		√	
on the proposals of the PCC for expenditure before the first precept for a financial year is			

issued by the a PCC			
Finance			
Enter into agreements for the supply of goods and services	s15	√	
Keep a Police Fund	s21	√	
Receive grants for police purposes	s24	√	
Receive grants for capital expenditure	s25	√	
Receive national security grants	s25	√	
Receive grants from local authorities	s25	√	
Accept gifts or loans	s25	√	
Borrow monies	s25	√	
Issue a precept	s26		X
Receive emergency financial assistance	s27	√	
Do anything calculated to facilitate the exercise of the PCC's functions, including:	Schedule 1, para. 14	√	
• Entering into contracts and other agreements		√	
• Acquiring and disposing of property (including land)		√	
• Borrowing money		√	

**Secretary of State for Home Department's
Determination on Police and Crime Commissioner Expenses**

Relevant Extracts concerning Authorisation and Disclosure of Allowances Paid

7. Under paragraph 1(d) of the Schedule to the Elected Local Policing Bodies (Specified Information) Order 2011, Police and Crime Commissioners are required to publish the allowances paid to them and to their Deputies in respect of expenses incurred by the Commissioner or Deputy in the exercise of the Commissioner's functions.
8. Police and Crime Commissioners and their Deputies should publish a breakdown of their expenses including:
 - Their name, force area, financial year, month, date, claim reference numbers, expense type (e.g. Travel, Accommodation), short description, details, amount claimed, amount reimbursed, amount not reimbursed, and the reason why a claim was not reimbursed.
 - For travel and subsistence claims: date, place of origin, place of destination, category of journey, class of travel, mileage, length of hotel stay, category of hotel stay.

APPENDIX 3

**OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR
GWENT**

JOB PROFILE

DEPUTY POLICE & CRIME COMMISSIONER

Name of Post holder:	
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Salary:	
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INTRODUCTION

The role of Deputy Police and Crime Commissioner was created by statute in 2011¹ and is part of the fundamental change to the governance of policing.

This job profile outlines the critical dimensions and features for the role, which will be introduced for the first time in December 2012. The path-finding background to the new governance arrangements will necessitate imaginative thinking. It brings a substantial challenge for creative, innovative thinking with the development of new concepts and approaches, which will contribute ultimately to the delivery of an efficient police service.

The post-holder will report directly to, work in conjunction with and be answerable to the Police and Crime Commissioner, but will be accountable to the paid head of service (Chief Executive) for administrative purposes and will work closely with the Head of Paid service in respect of the performance within the role.

OVERALL PURPOSE

To directly support the Police and Crime Commissioner through undertaking a full deputising role and also being delegated set functions to discharge the statutory duties of the Commissioner to ensure that an effective and efficient Police Force is maintained within the Gwent area.

To contribute to the development of the Commissioner's police and crime initiatives and subsequently taking a strategic lead on the implementation of specific elements, which are seen by the commissioner as being critical to the delivery of his manifesto.

KEY ACCOUNTABILITIES

The Deputy Commissioner will be expected to make a significant contribution to and at times will deputise for the Commissioner in the following:

1. developing the strategic direction and objectives of the force through the Police and Crime Plan (the Plan), which must have regard to the Strategic Policing Requirement set by the Home Secretary;
2. scrutinising, supporting and challenging the overall performance of the force including against the priorities agreed within the Plan;
3. holding the Chief Constable to account for the performance of the force's officers and staff;
4. developing the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area;
5. maintaining an efficient and effective police force for the police area;
6. entering into collaboration agreements with other commissioners, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable (where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable);
7. providing the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action;
8. holding the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable;
9. publishing information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and Chief Constable;

¹ Police Reform and Social Responsibility Act 2011, section 18 (1)

10. complying with all reasonable formal requests from the Panel to attend their meetings;
11. preparing and issue an annual report to the Panel on the commissioner's delivery against the objectives set within the Plan;
12. monitoring all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable.

SPECIFIC LEAD RESPONSIBILITIES

1. **to proactively enhance relationships with a wide range of stakeholders in the community safety and criminal justice sectors** to identify blockages or identify opportunities to improve the delivery of programmes that secure improved outcomes for local people,
2. in conjunction with the Chief Executive to ensure that the introduction and implementation of the **Commissioner's strategic Priorities** are effective and at the required pace to meet the commissioner's aspirations, in particular the development of the Commissioning Strategy,
3. the post holder shall undertake such other duties as may be reasonably required which are commensurate with the nature and scope of the post and any duties which are subsequently approved by statute and any other regulations that may come into force.

KEY WORKING RELATIONSHIPS

- With the Commissioner on various forums
- With Chief Officers and senior officers / managers of the Gwent Police,
- With external bodies such as community safety criminal justice partners, local authorities and the voluntary sector .

NATURE AND SCOPE OF THE ROLE

- the post holder is responsible to the Police and Crime Commissioner for the satisfactory performance of all aspects of the post. The post holder will be accountable to the Head of Paid Service for administrative matters
- the post holder is responsible for the development and maintenance of effective working relationships with partners.
- the post holder's freedom to act is prescribed by the appropriate Statutes and Regulations by which the Office of the Police and Crime Commissioner is bound.
- the post holder provides personal support and advice directly to the commissioner and will be expected to assist in the resolution of complex issues and problems and will be also expected to make a significant contribution to challenging developments in the police and crime environment.

DECISION MAKING FUNCTIONS

- The post holder will work within a broad framework of duties but will supervised by the Police and Crime Commissioner. The post holder will be

required to demonstrate strategic leadership, initiative and discretion and will be expected to make a variety of day to day decisions required to ensure the delivery of the responsibilities and main tasks within the job profile.

CRITERIA - PERSON SPECIFICATION

Experience & qualifications

- educated to degree level or equivalent professional/specialised qualification or have experience, which demonstrates their intellectual capacity to operate within a complex role.
- a good understanding and experience of organisational challenges of ensuring the right balance between cost, value in an environment of reducing resources,
- experience of organisational accountability, with a sound understanding of accountability in policing and community safety environments,
- substantial experience of working across different agencies at strategic and operational levels,
- experience in translating strategic objectives into operational change,
- broad understanding and experience of the diverse geographic, social and economic nature of the of the area
- sound experience of working with diverse communities and working to secure improved outcomes for local people,

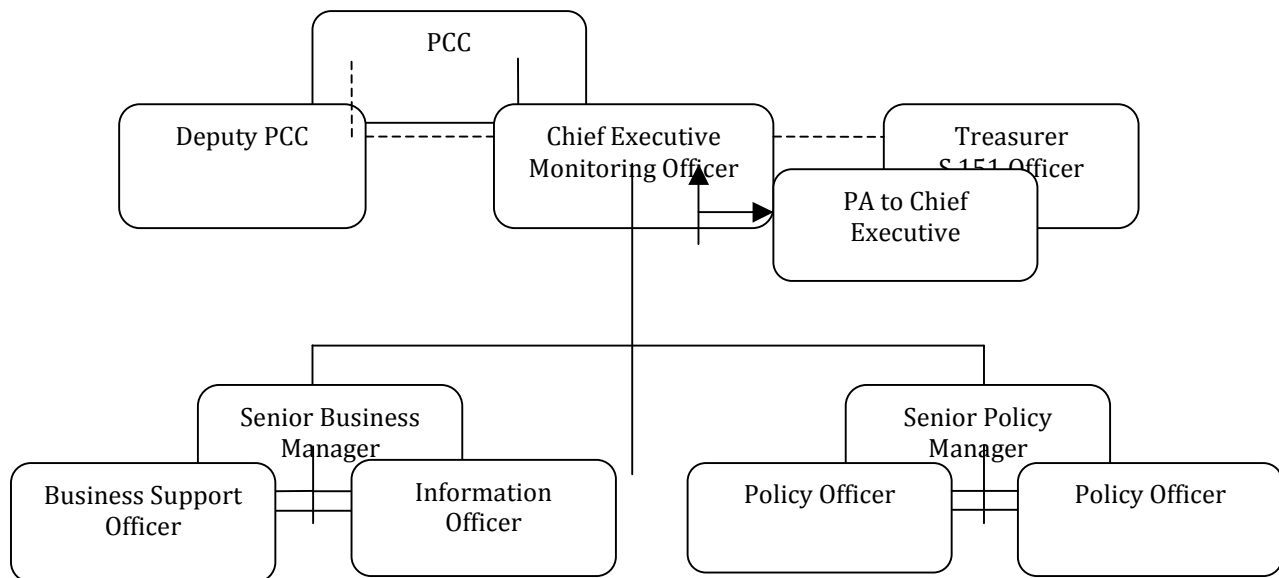
Skills, knowledge & competence

- excellent personal skills are seen as critical because interaction with others is critical to the job and is concerned with changing behaviour,
- good leadership skills including an ability to inspire, motivate and the create the right working climate,
- well developed influencing and negotiating skills,
- ability to work collaboratively in enhancing collaborative working.

Qualities

- is able to secure credibility, respect and recognition from peers and stakeholders,
- shares the commissioner's aspirations, values and commitment for being the voice of local people to make their area safer,
- is able and confident in take personal responsibility for the success or failure of leading major projects.

ORGANISATIONAL STRUCTURE



Appendix 4

Curriculum Vitae of Paul Harris

PAUL HARRIS

SUMMARY

Experienced Senior Law Enforcement/Intelligence Professional with extensive international experience investigating serious and organised crime. Proven integrity (Vetted to highest UK Security Level), with a consistent and sustained record of delivery. Experience of representation, negotiation and liaison in the Law Enforcement/Intelligence fields at a senior level, based on wide practical experience gained throughout a long career in an operational policing environment.

CAREER HISTORY

2009 – 2012 Foreign & Commonwealth Office
Investigating Officer (FCO Services: Vetting)

- Interviewing candidates for Developed Vetting (DV) and their professional and personal referees. Conducting reviews of security clearance in public and

private sectors.

- Preparation of detailed reports containing analysis and recommendations for security clearance.

2006 - 2007 Serious Organised Crime Agency (SOCA)

Senior Manager, Benelux (Detective Superintendent)

- Attaché at British Embassy, The Hague; a senior member of the SOCA International Crime Department, contributing to International policy and strategy generally, with specific responsibility for policy and delivery from the SOCA Liaison Officers based in The Netherlands and Belgium.
- Overall management and direction of serious organised crime investigations conducted by SOCA in the region, including drugs & people trafficking, fraud, and money laundering.
- Representational duties in support of HM Ambassador with Dutch ministries of Justice and Interior. Liaison with host law enforcement agencies. Facilitate bilateral conferences and visits to the mission by British ministers, MPs and senior police officers.

2003 - 2006 National Criminal Intelligence Service (NCIS)

Regional Manager, Benelux & France (Detective Superintendent)

- As above. Also responsible for managing NCIS Overseas Liaison Officers in France.
- Planning & implementation of transition to SOCA in Benelux region.

1998 - 2003 National Criminal Intelligence Service (UK)

Drugs Liaison Officer, The Hague (Detective Chief Inspector)

- British Embassy, The Hague. Lead Liaison Officer in The Netherlands; responsible for team of UK law enforcement officers operating overseas, ensuring delivery against regional targets and within budget.

1997 - 1998 Gwent Police

Detective Chief Inspector, HQ CID

- Preparation of Force Crime Strategy.
- Operational management of HQ, Criminal Investigation Department.
- Senior Investigating Officer for serious crime.

1996 - 1997 Gwent Police

Chief Inspector, Corporate Support

- Force Inspectorate. Conduct thematic reviews and report to DCC.
- Public consultation on Policing Plan with Chair of Police Authority.

1994 - 1996 Gwent Police

Detective Inspector, Head of Force Drug Squad

- Preparation of Force Drug Strategy and liaison with partner agencies.
- Management of tactical investigations into force level drug distributors.
- Drugs awareness talks to professional and community groups.

1992 - 1994 National Criminal Intelligence Service

Detective Inspector, Regional Intelligence Co-Ordinator

- Criminal Intelligence collection and analysis for Wales & South West.
- Responsible for partnerships with stakeholders:- Regional Crime Squads, HM Customs & Excise and 8 constituent police forces in the SW region.

1976 - 1992 Gwent Police

Constable to Inspector

- Served in Pontypool, Cwmbran, Newport, Tredegar and Police Headquarters. Carried out a number of roles as a uniformed officer and detective in all ranks.
- Inaugural member of Force Fraud Squad and founded the Financial Investigation Unit.

PERSONAL INFORMATION

Born and educated in Newport. Joined the Gwent Police Cadet Corps before becoming a police officer. Married 33 years, one daughter. Additionally trained in personal security, inspection skills, project management, criminal intelligence analysis, fraud investigation and money laundering. Gained fluency in Dutch language. Security Clearance: Developed Vetting to Top Secret Level.