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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans
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Date: 2nd December 2016

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **The Chamber, County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA** on **Friday, 9th December, 2016** at **10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

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| 1 | Declarations of Interest. | |
| 2 | Apologies for Absence. | |
| To approve and sign the following minutes: - | | |
| 3 | Gwent Police and Crime Panel held on 16th September 2016. | 1 - 8 |
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| 5 | Verbal update by the Police and Crime Commissioner for Gwent. | 11 - 12 |
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MEMBERSHIP:

Councillor Mostyn Lewis, Blaenau Gwent
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council

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

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

By Invitation

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

And Appropriate Officers.

Gwent Police
and Crime Panel

Panel Heddlu
Gwent a Throseddu

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD IN CIVIC CENTRE, PONTYPOOL, ON FRIDAY 16TH SEPTEMBER 2016 AT 10.00 A.M.

Present:

Councillor F. Taylor – Chair (Presiding)

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

By invitation:

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

Together with:

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

1. TO APPOINT A CHAIR AND VICE-CHAIR FOR THE ENSUING YEAR

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

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

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

RESOLVED that Councillor F. Taylor be appointed as Vice Chair of the Gwent Police and Crime Panel for the ensuing year.

2. DECLARATIONS OF INTEREST

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

Councillor M. Lewis wished it noted that his Son-in-Law is a Police Officer for South Wales Police.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor J. Guy (Newport City Council) J. Smith (Co-opted Member) and Mr P. Nuttall (Co-opted Member).

4. MINUTES – 17TH JUNE 2016

RESOLVED that the minutes of the Gwent Police and Crime Panel meeting held on 17th June 2016 (minute no. 1 - 12) be approved as a correct record.

In discussing the minutes, Members expressed concerns with regard to the 101 and STORM Service, highlighting that there are still a significant number of delays and system issues being experienced. The Commissioner explained that, whilst he is aware of the issues raised, this is currently in hand. New Software has been introduced, which requires some time to “bed-in” and for all staff to be adequately trained on the system. Members were assured that the matters are being addressed and further recruitment is currently underway for Control Room Staff.

A Member sought further information on trends and response times in relation to the 101 Service, and suggested introducing a call-back service for non-urgent matters. The Commissioner invited the Panel to visit the Control Room, in order to get an overview of the service and assured the Panel that a comprehensive report will be provided on the 101 service and issues, at the next meeting.

The Commissioner provided the Panel with an update on the Third Sector Liaison Officer post. It was noted that funding was not secured from other partners, therefore the post would come to an end, however the OPCC were willing to continue discussions with partners if possible.

5. MINUTES - 23RD AUGUST 2016 (CONFIRMATION HEARING).

RESOLVED that the minutes of the Gwent Police and Crime Panel meeting (Confirmation Hearing) held on 23rd August 2016 (minute no. 1 - 3) be approved as a correct record.

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

The Police and Crime Commissioner for Gwent provided an update on his time in office to date. The Panel noted that work is still underway to meet key officers and weekly meetings take place with the Chief Constable to discuss a range of issues and briefings.

Deputy Police and Crime Commissioner

The Commissioner highlighted that Eleri Thomas, Deputy Police and Crime Commissioner for Gwent, is now in post and provides a significant amount of experience, including Partnership working, as the former Deputy Children's Commissioner for Wales.

It was noted that partnership working and engagement is a key focus within the Police and Crime Plan and meetings have been arranged with Public Service Boards, Local Government Leaders, Third Sector parties and Town and Community Councils across Gwent in order to raise issues, develop working relationships and create collaboration opportunities.

The Panel thanked the Commissioner and Deputy Commissioner for the update and discussion ensued. A Member requested further information on the meetings with Councils and it was noted that a meeting is taking place shortly with Torfaen. Council's were contacted to arrange the introductory meetings, but many have not taken up the opportunity. Individual meetings with Members could be arranged where necessary and the Panel were encouraged to remind Leaders of the offer.

New Police and Crime Plan Update.

The Panel noted that the priorities are currently out for consultation, and that feedback would be fully considered prior to plan development. In addition, the plan will also have consideration for the Well-being and Future Generations Act. The Commissioner highlighted that the plan would need to consider the rapidly changing environmental factors, such as the increase in "Hate Crimes" following the Brexit vote and the increasing threat of Cyber Crime, which is a National priority and has enormous implications for the future of policing.

The Panel discussed the importance of visible policing and the progress being made to increase police stations. An update was given on the Estates Strategy, with particular reference to Caerphilly Town Centre, and it was noted that a building has now been identified and work is underway to make this fit for purpose. Further discussion took place on PCSO's across Gwent and the implications of budget cuts on the Force. It was noted that the Autumn Statement is due in November, at which point the budgets and anticipated savings requirements would be clearer, however the Panel were assured that recruitment has continued to date and the Force aims to remain sustainable.

Discussions ensued around the role and remit of the Community Safety Wardens. The Commissioner assured the Panel that Community Safety Wardens play a vital role within a community and are a vital source of intel, tackling a number of issues on the ground, such as parking and anti-social behaviour. The Panel discussed the recruitment of new Police Officers and the intentions of the Commissioner, should applicants be PCSO's and whether there would be the intention to replace the PCSO vacancies. The Panel noted that PCSO's would be welcome to apply for the positions, as should they be recruited, and were funded from the Home Office budget, they would be replaced.

Commissioning Update

Mr Cuthbert provided the Panel with an update on Commissioning. It was noted that, with the recruitment of the Deputy Police and Crime Commissioner and the development of the new plan, there will be a clear direction of travel. Further work will be underway to further develop and strengthen partnership working and focussing upon a new strategy.

Safer Gwent Update

The Commissioner provided the Panel with an update on Safer Gwent and it was noted that a new Chair and Vice Chair has been elected to the Committee. The Committee aims to bring

key partners together in order to improve public safety in Gwent. It was noted that a detailed report will be provided in due course.

Public Response Unit

The Panel noted that the Public Response Unit is a pilot initiative, implemented as a result of public feedback and aims to provide a service between the public, Police and Office of the Gwent Police and Crime Commissioner to deal with low level complaints and provide resolutions, and prevent formal complaints. The Service has now been set up, with 2 Members of staff and systems tests have been conducted to ensure the system works effectively and to date, 47 cases have been considered, which include issues relating to car parking and dangerous animals.

The Panel were pleased to note the update and suggested that the service be considered as part of the Review of Quality of Service as it aims to improve public satisfaction.

Engagement

The Commissioner and Deputy Commissioner provided the Panel with details of the meetings held in order to develop working links and partnerships with Third Sector Organisations, the Children's Commissioner, Social Landlords and Public Service Boards to tackle cross cutting issues.

Budget Setting Timetable and Chief Finance Officer Update

The Chief Finance Officer provided the Panel with a comprehensive update on the budget setting timetable.

It was noted that the next meeting of the Gwent Police and Crime Panel would be presented with the first brief of the Initial Budget proposals, prior to the announcement of the Budget. At the meeting in January 2017, the Panel would be provided with an updated Budget Report and would be asked to consider and set the Precept.

As a result of the Brexit, there has been some financial unsettlement and uncertainty with particular emphasis on exchange rates, interest rates and funding formula, there would be more information available following the announcement of the Autumn Statement. However, there is still a significant amount of uncertainty around this area and the impact Brexit will have on Police.

In reference to the Funding Formula it was noted that the formula was designed to be implemented in 2017/18, however, since the Assembly Elections, the Minister intends to meet with Commissioners and Chief Constables regarding the formula.

The Panel highlighted their concerns at the increase in Cyber Crime and the impact this has on already stretched resources. The concerns were shared in the OPCC, Cyber Crime is a new crime, complex and requires a great deal of resources in order to attempt to tackle and prevent crime. Cyber Crime is a National concern for all Police Forces which have been highlighted to the Home Office in terms of budget restraints, cuts in budgets and the potential impact of the Funding Formula.

The Panel thanked the Office of the Gwent Police and Crime Panel for the update and requested a briefing paragraph on items where possible.

6. REVIEW OF QUALITY OF SERVICE – SCOPING REPORT

The Gwent PCP (the Panel) considered its work programme on the 17th June 2016 and agreed to carry out a review of quality of service. It was agreed that a scoping report would be developed in order to set out terms of reference and a methodology for the review.

The Panel noted that in order to effectively measure and review the effectiveness and quality of service provided by the Gwent Police and Crime Commissioner, it is necessary to understand the responsibilities of the Commissioner under the Police Reform and Social Responsibility Act 2011, which were outlined within the report. The Commissioner is also required to produce a Police and Crime Plan and provide an Annual report on the progress of key priorities set out in the plan. These Priorities include delivering the best quality of service available, prevention and reduction of crime, more effective action to tackle anti-social behaviour, protecting people from serious harm and making the best of resources to provide value for money.

The Annual Report for 2015/16, which is monitored by the Panel, Wales Audit Office and Internal Auditors (TIAA), described the progress against the 'delivery of the best quality of service available' and how public satisfaction is measured as listening and engaging with the community through community meetings and Social Media use, consultations, Connect Gwent and support for Victims and holding the force to account by measuring public and victim satisfaction.

The report therefore proposed that the Panel set terms of reference for the review of quality of service to examine the effectiveness of how quality of service is currently measured by the Gwent Police and Crime Commissioner and to consider if the Commissioner engages with and is accountable to, the people of Gwent.

The Panel noted that the methodology for the review will consider the following:

- Current methods to measure quality of service.
- Compare against best practice or guidance – where available.
- Compare against national performance figures – external validation.
- Examine numbers, categories and analysis of complaints received.
- Consultation responses – number and quality of responses received.

The Panel thanked the Officer for the report and discussion ensued. It was agreed that a small group of Panel Members would form a Task and Finish Group, following which, an outlined of the review would be developed and presented to the next Panel Meeting in order for the Panel to agree the direction of travel.

7. GWENT POLICE AND CRIME PANEL WEBCASTING MEETINGS

The report provided the Panel with details of options for webcasting future meetings of the Gwent Police and Crime Panel.

The Panel were provided with a report on 18th March 2016 outlining proposals to webcast its meetings but decided to seek additional technical information before making a final decision. Enquiries were made across the five Gwent local authorities and it was noted that four out of five Authorities use a company called Public-i to manage their webcasting service. Consideration was given to some practical elements of webcasting and limitations, which included the webcasting system only being available in the Council chamber at Caerphilly and Newport.

Whilst Webcasting of meetings at Monmouthshire is limited to the Chamber, Monmouthshire use YouTube, which has no costs attached. As a result, it was suggested at the Panel meeting on 17th June 2016 that a trial recording of one of its meetings be arranged. Therefore arrangements were made to record, but not broadcast, the Confirmation hearing for the Deputy PCC arranged on the 23rd August 2016, using YouTube at Monmouthshire County Council. This was duly carried out, however the limitations of using YouTube became apparent in that the webcast cannot be stopped and restarted.

The majority of local authorities use the Public-i system to webcast meetings, with the exception of Monmouthshire County Council which uses YouTube. If the Panel decides to proceed with webcasting of its meetings, there are two options:

Option 1

Webcast meetings using YouTube and hold all meetings at Monmouthshire County Council. This would mean that the Panel could proceed at no additional cost. However the Panel would no longer meet at locations within the four other Gwent council areas. A solution would also need to be found whilst meetings are paused, so that the YouTube broadcast is terminated and then started again.

Option 2

Webcast using the portable Public-I system, there would be a relatively small outlay, to purchase the camcorder; staff already have access to a laptop. It is suggested that staff record some meetings using a camcorder in order to test the quality of the sound and the clarity of proceedings.

The Panel thanked the Officer for the report and discussion ensued. The Panel expressed their concerns around the layout of the Chamber in Monmouthshire and felt that it was not the best arrangement to hold a Panel meeting; however, the option to webcast with no associated financial cost was appealing.

A Member sought further information on the number of "hits" on webcast meetings Gwent Authorities and whether it would be beneficial to webcast the Panel meetings. It was noted that the statistics vary across authorities and it will often depend on the meeting or items for discussion. The Vice Chair added that Monmouthshire Council stream all meetings on YouTube, which is accessible to the public. Whilst it was noted that there tends to be more "hits" on controversial items, it was felt that the statistics shouldn't be used as a guide, that the meetings should be there and accessible, should people wish to view them and the public should be given every opportunity to view the meetings.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be agreed and Option 1 be implemented. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report the Gwent Police and Crime Panel webcast future meetings, using YouTube and holding future meetings at Monmouthshire County Council, with the provision to review webcasting after 12 months.

8. FORWARD WORK PROGRAMME

The Panel noted the draft Forward Work Programme, which outlined future reports and meeting dates of the Gwent Police and Crime Panel.

It was noted that additional items, which would include the 101 Service, Report on the Third Sector, Treasury Management Strategy and Safer Gwent would be presented at the next Panel meeting on the 9th December 2016, at Monmouthshire.

In addition, the Panel were asked to note that the Review of Quality of Service would not be concluded before the next meeting, however an update on progress would be provided.

The meeting closed at 12.23 p.m.

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Gwent Police
and Crime Panel

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GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD IN PENALLTA HOUSE, YSTRAD MYNACH, ON THURSDAY 17TH NOVEMBER 2016 AT 11.30 A.M.

Present:

Councillor J. Guy - Chair
Councillor F. Taylor – Vice Chair

Councillor M. Lewis - Blaenau Gwent County Borough Council
Councillors Mrs C. Forehead, C.P. Mann and Mrs G.D. Oliver - Caerphilly County Borough
Council
Councillors D. Williams - Newport City Council

Together with:

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

1. DECLARATIONS OF INTEREST

Councillor M. Lewis wished it noted that his Son-in-Law is a Police Officer for South Wales Police.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors O. Ali (Newport City Council), L. Winnett (Blaenau Gwent County Borough Council), N. Parrish (Torfaen County Borough Council), J. Powell (Torfaen County Council), P. Clarke (Monmouthshire County Council).

3. GWENT POLICE AND CRIME PANEL CO-OPTED MEMBERS

The report provided the Panel with details of the interview process and recommendations for the appointment of co-opted Members to serve on the Gwent Police and Crime Panel.

The Police and Crime Panel is required to appoint a minimum of 2 Co-opted Members but can resolve to appoint more, subject to approval of the Home Secretary.

The Panel noted that an advert for the statutory Co-opted Members was placed in the Western Mail, Wales Online and advertised on the Gwent Police and Crime Panel along with the websites of 5 local authority partners. Seven applications were received before the closing date of 7th October 2016 and, as all applicants met the criteria, all were invited to interview.

The Gwent Police and Crime Panel agreed at its meeting on 12th October 2012 that the panel's Chair and Vice Chair, a panel member and the host authority's lead officer would act as the interview panel. The interview Panel was made up of the Chair of the Gwent Police and Crime Panel, along with two additional Panel Members, due to the unavailability of the Vice Chair.

The interview panel subsequently recommend that Mrs G. Howells and Mr P. Nuttall be appointed as independent co-opted members until the 31 October 2020, and recommended that Ms J. Smith act as reserve to the Gwent Police and Crime Panel.

The Panel thanked the Chair and Officer for the detailed report and requested that a letter of thanks be sent to Ms J. Smith, on behalf of the Panel.

Members discussed the process and sought further information on the possibility of increasing the number of Co-opted Members. It was agreed that this would be considered in the future.

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

RESOLVED that for the reasons contained in the Officer's report: -

- (i) Mr P. Nuttall and Mrs G. Howells be appointed as Co-opted Members of the Gwent Police and Crime Panel until 31 October 2020, subject to Home Office approval;
- (ii) Ms J. Smith be retained as a reserve to the Gwent Police and Crime Panel.

The meeting closed at 11.44 a.m.

PCC Oral Update

1. Police and Crime Plan Update

The PCC is currently drafting his first Police and Crime Plan which will be presented for consideration in draft at the Panel meeting in January 2017. A consultation process has been undertaken and has now closed. The emerging priorities are as follows:

1. Crime Prevention;
2. Supporting Victims;
3. Community Cohesion;
4. Anti-Social Behaviour; and
5. Effective Service Delivery.

A final version of the Plan will be presented to the Panel in March 2017 prior to its publication.

2. Her Majesty's Inspectorate of Constabulary (HMIC) PEEL Inspection

HMIC has provided its report to the force regarding the recent inspection on PEEL: Police Efficiency 2016. Examining the understanding of demand, use of police resources to manage that demand and planning towards future challenges and threats the force has been overall rated as 'Good'. It has been positive to see some areas denoted as 'outstanding', particularly investment in technology and the ability to move forward therefore to deal with changing demand and priorities.

3. Recruitment

The force is currently recruiting for Constables. In total 591 applications were received by the force and 44 applicants transferred scores from other processes. Of all candidates, 322 progressed through shortlisting and 242 were invited to assessment centre, with a further assessment for 71 still awaited in 2017. The results have not yet been received from the College of Policing; however interviews are scheduled to take place during the week commencing 12th December 2016 with a view to intakes in the New Year.

The PCC is particularly pleased about the increase in applications from members of the Black Minority Ethnic (BME) communities.

4. Operation Emerald – Pill Disorder

Between 20th October and 6th November 2016 Operation Emerald was implemented within Pill in direct response to disorder within the community. As a result of policing activity a number of persons were arrested for offences contravening the including Public Order Act, including violent disorder and affray.

The PCC has been leading discussions with the Chief Constable, Assembly Member, Community Leaders, Registered Social Landlords and the Public Service Boards to co-ordinate a response and plan actions for a way forward. An update will be provided to the Panel once plans have been agreed.

5. Transparency Quality Mark

The OPCC has been awarded the CoPaCC Transparency Quality Mark. This is an annual review undertaken by CoPaCC (an organisation specialising in police governance) to determine if PCCs are meeting their statutory transparency responsibilities as set out in the Specified Information Order. Link to CoPaCC press release below:

<https://policinginsight.com/news/transparency-offices-police-crime-commissioners-opccs-recognised-excellence/>

6. White Ribbon Day

The White Ribbon Campaign is the largest effort in the world of men working to end men's violence against women.

PCC supported Gwent Police's Unison branch to raise awareness of the elimination of violence against women and girls. In addition the PCC attended national Light Candle events to raise awareness.

7. Update on Third Sector Liaison Officer

At the Panel meeting in September a further update was requested regarding the Third Sector Liaison Officer post that had been funded by the PCC. The Strategic Commissioning Board agreed that due to the future focus of the role moving away from the police and crime agenda that match funding would be sought from partner organisations. Whilst this was on-going the PCC agreed to fund the role until the end of September 2016. Ultimately it was acknowledged in September 2016 that funding had not been accessed from partners and therefore the role ended on 30th September 2016.

8. Policing Vision 2025 – NPCC

National Police Chiefs Council have published a report entitled 'Policing Vision 2025'. A link to the document can be found below:

<http://www.npcc.police.uk/documents/policing%20vision.pdf>

9. Welsh Government Modern Slavery Leadership Group

Gwent PCC is representing the 4 PCCs on the group. He is planning a conference on modern slavery for spring 2017.

10. Estates Strategy

The PCC is in the process of reviewing and developing a revised Estate Strategy. It is intended that this revised document will be presented to the Panel in March 2017.

OFFICE OF POLICE AND CRIME COMMISSIONER

| | |
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| LEAD OFFICER: | Neil Taylor, Head of Performance, Planning and Partnerships |
| TITLE: | Safer Gwent |
| DATE: | 9th December 2016 |
| TIMING: | Routine |
| PURPOSE: | Briefing |
| 1. | <u>RECOMMENDATION</u> |
| 1.1 | That Members note the contents of the report. |
| 2. | <u>INTRODUCTION & BACKGROUND</u> |
| 2.1 | Prior to the advent of Police and Crime Commissioners in 2012 a Gwent Community Safety Leads group was in existence, the members comprising of a Gwent Police representative, Community Safety leads in each Local Authority area and the five Local Authority Community Safety Managers. |
| 2.2 | The group prepared for the transition to the Office of the Police and Crime Commissioner (OPCC) and in particular, developed information to assist in the understanding of the community safety landscape across Gwent. The group later expanded to include other members such as registered social landlords, and continued for some time, although less formally, as an advisory group. |
| 2.3 | The first Police and Crime Commissioner for Gwent developed a Police and Crime Plan which identified strategic priorities for policing in Gwent. This work recognised the need to build stronger partnership links with key public services, private and third sector service deliverers in order to maintain and improve service delivery. |
| 2.4 | A Partnership Development Day was held in February 2014 by the OPCC for Gwent that sought an organisational buy in for a strategic approach to Community Safety across the five Local Authority areas of Gwent. A task and finish group was then established with existing partners and proposals were developed to formulate a Safer Gwent group. |
| 2.5 | The introduction of the Safer Gwent group was formally proposed by the Police and Crime Commissioner at the G7 meeting of Local Authority Chief Executives, the Chief Constable of Gwent Police, the Chief Executive of Aneurin Bevan University Health Board and the Regional Lead for South Wales Fire and Rescue Service at the 22 nd January 2015 meeting. |

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| 2.6 | The Safer Gwent group met for the first time on 6 th March 2015 to consider the priority areas to be taken forward. |
| 2.7 | Through the agreed strategic priorities and use of existing funding opportunities, Safer Gwent supports the commissioning of community safety services such as the regional provision of Independent Domestic Violence Advisors for Gwent, Positive Futures and Community Safety staff across the five Local Authority areas. |
| 3. | <u>ISSUES FOR CONSIDERATION</u> |
| 3.1 | The purpose of the group is to: 'Provide collaborative opportunities to inform and redesign the community safety landscape on a regional basis in support of local delivery'. |
| 3.2 | The full Terms of Reference are attached at appendix 1. |
| 3.3 | As part of the Safer Gwent agenda, a Partnership Analyst was appointed in September 2016 to provide analytical capability to the group and to produce a Gwent level Strategic Assessment document to inform the Safer Gwent work programme and drive the governance of Community Safety across Gwent. |
| 3.4 | This Strategic Assessment is written to provide an analysis of the crime and disorder matters affecting the safety of the residents across Gwent over a 12 month period. The document provides a baseline of information that enables partners to make decisions to identify priorities, assign resources appropriately and to ensure joined up delivery in support of the Police and Crime Plan and Community Safety Partners' areas of work. |
| 3.5 | The information contained within the Strategic Assessment is used to inform the Safer Gwent Work Plan (attached at appendix 2) each year and determine the content of the discussion agenda for the group using the key items raised. It is also used as an integral part of the data currently being used by Public Service Boards in each Local Authority area to inform their situational analysis in support of the Wellbeing and Future Generations programme planning. |
| 3.6 | At each meeting when an area of work is discussed, if agreed by the group to proceed, a Project Charter (a blank Charter document is attached at appendix 3) is produced by the nominated lead in order to monitor and record progress. If appropriate, a task and finish group will also be established to focus on the priority area of work. At present, three task and finish groups have been established focusing on the areas of Scams and Swindles, Anti-Social Behaviour and Target Hardening. |

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| 4. | <u>NEXT STEPS</u> |
| 4.1 | At a recent meeting of the Safer Gwent Group questions were raised regarding the governance and future of the group and the duplication of work alongside that of some local Community Safety Partnerships/Teams. As a result, a meeting has taken place to discuss the possibility of Safer Gwent becoming a more formal group as opposed to its current status as an advisory group. Further meetings will be taking place to discuss this, with the possibility of commissioning a piece of work to investigate future options. |
| 5. | <u>FINANCIAL CONSIDERATIONS</u> |
| 5.1 | The programme of work associated with Safer Gwent is supported by an Analyst and an Administrative Coordinator. Both posts are funded via the OPCC at a cost of; £35, 967 and £30,895 respectively. The Police and Crime Commissioner has agreed to maintain these posts throughout his term of office. |
| 6. | <u>PERSONNEL CONSIDERATIONS</u> |
| 6.1 | There are no specific personnel issues applicable to the contents of this report. |
| 7. | <u>LEGAL IMPLICATIONS</u> |
| 7.1 | Although Safer Gwent has no legal status the partnership approach has recently received recognition as Good Practice by the Wales Audit Office in its 2016 report, Community Safety in Wales. |
| 8. | <u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u> |
| 8.1 | Member organisations are subject to the Equality Duty and therefore, as Safer Gwent, pay due regard to the requirements placed on them. There are no negative issues identified or associated with the partnership. |
| 9. | <u>RISK</u> |
| 9.1 | There are no specific risks arising from the content of this report. The Safer Gwent partnership maintains a Risk Register applicable to its activities. |
| 10. | <u>PUBLIC INTEREST</u> |
| 10.1 | The report is suitable for use in the public domain. |
| 11. | <u>CONTACT OFFICER</u> |
| 11.1 | Neil Taylor, Head of Performance, Planning and Partnerships. |

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| 12. | <u>ANNEXES</u> |
| 12.1 | Appendix 1 – Safer Gwent Terms of Reference Appendix 2 – Safer Gwent Work Programme 2016/17 Appendix 3 – Project Charter Template |

Safer Gwent

Terms of Reference

| Structure | |
|--------------------------|---|
| Name of collective Group | Safer Gwent |
| Type of meeting | Regional strategic partnership meeting (inclusive of Statutory Bodies, the Office of the Police and Crime Commissioner and other co-opted partners as relevant) |
| Role and purpose | To provide collaborative opportunities to inform and redesign the community safety landscape on a regional basis in support of local delivery |
| Business areas | Community Safety and Criminal Justice |

| Formal Roles | | In Post |
|---------------------|--------------------------------------|---|
| Chair | Kate Williams | Equalities, Cohesion and Community Safety Manager – Torfaen CBC |
| Vice Chair | Chief Superintendent Emma Ackland | Chief Superintendent, Head of Neighbourhood Policing and Partnerships, Gwent Police |

| Governance |
|---|
| <ul style="list-style-type: none"> • The duration of the role of Chair and Vice Chair is two years (April to March) consecutively. Appointments to the formal roles should be proposed and seconded by three members of the group. • The formal roles will rotate amongst constituent member organisations upon the completion of the designated term. • Establishment – The Safer Gwent group is established through the Gwent Police and Crime Commissioner’s Office as an identified need during partnership work to support the development of the Community Safety strand of the Commissioner’s Strategic Commissioning Intentions. • Membership - Safer Gwent will be made up of agencies and organisations which provide services to community safety, youth justice and criminal justice partnerships in Gwent. Attendees should do so with the authority to agree business and make progress on behalf of their organisation. The group will have the power to co-opt additional members as required; other partners may be involved from time-to-time on an ad-hoc basis as agreed by group members. Such partners may take part in working arrangements, in subsidiary partnerships or in an advisory capacity. • Responsibility / accountability – Safer Gwent does not take over the statutory responsibilities of the individual organisations and as such each person attending will have to satisfy their own |

governance requirements in terms of discharging their duties relating to Safer Gwent.

- **Meeting frequency** – Safer Gwent will meet quarterly. However, extraordinary meetings and thematic task and finish groups may meet as and when necessary to progress business areas.
- **Meeting structure** – Meetings will be structured using a standard agenda, with relevant updates and thematic reviews of the identified priorities. Agenda papers will be circulated prior to the meeting to allow members to use the meeting efficiently to discuss issues and formulate actions accordingly.
- **Meeting attendance** - To enhance partnership working, collaboration and the achievement of the identified priorities identified by Safer Gwent, members should appoint deputies to attend meetings on their behalf when they are not available. Deputies should be familiar with the context of the group, their roles as single agency representatives or as conduits for a number of collective agencies.
- **Quorum** – In relation to undertaking key actions and reaching a consensus for decision-making, the number of members in support of the proposal should be no less than five.

Key Responsibilities

- Provide a robust governance structure with clear lines of accountability.
- Agree joint outcomes for local service delivery between organisations
- Develop a clear and explicit vision of working which is agreed by all partners and which has realistic, measurable and attainable outcome-based aims and objectives
- Enable information sharing to facilitate enhanced partnership working
- Remove barriers to delivery of effective local, regional and collaborative services
- Agree opportunities to develop and pilot initiatives using existing resources
- Influence existing funding opportunities to support the agreed strategic priorities
- Provide information to support commissioning of community safety services
- Map existing community safety services to identify duplication and gaps in provision

Strategic measures of success identified by Safer Gwent

- Adopt a shared vision and set of values to support strategic priority setting. Provide a robust governance structure with clear lines of accountability
- Develop a collective community engagement approach to facilitate priority setting and inform activities
- Facilitate progress and remove barriers to the development of identified strategic priorities and partnership working aligned to the partnership performance framework
- Develop a multi-agency evidence base for future funding opportunities
- Develop a collective organisational learning environment where policy, practice and innovation can be shared

Identified benefits of the members of Safer Gwent working together in partnership

- Collectively focused service delivery outcomes, governance and performance framework
- Established processes to consider opportunities for information-sharing, shared funding, pooling of resources and joint commissioning
- Reduced demand across partnership resources/services

- The adoption of good practice and the identification of successful and effective practices and approaches
- Improved cohesion and feelings of safety amongst the communities of Gwent

| Membership | |
|--|------|
| Organisation | Role |
| Aneurin Bevan University Health Board | |
| Blaenau Gwent County Borough Council | |
| Blaenau Gwent and Caerphilly Youth Offending Service | |
| Caerphilly County Borough Council | |
| Gwent Association of Voluntary Councils (GAVO) | |
| Gwent Police | |
| Monmouthshire County Borough Council | |
| Monmouthshire and Torfaen Youth Offending Service | |
| Newport City Council | |
| Newport Youth Offending Service | |
| Office of the Police and Crime Commissioner (OPCC) | |
| South Wales Fire and Rescue | |

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| Regional Collaborative Committee (RCC) | |
| Registered Social Landlords (RSLs) | |
| Torfaen County Borough Council | |
| Torfaen Voluntary Alliance (TVA) | |
| Community Rehabilitation Company (Wales) (CRC) | |
| National Probation Service | |
| Welsh Ambulance Service | |
| Youth Offending Service | |

| SAFER GWENT WORK PROGRAMME 2016/17 | | | | | | | | | | | | | |
|---|-------------------------|-----------------|------|----------------------|--------|--------|-----|--------|-----|--------|-----|--------|--|
| Months 2016/17 | April | May | June | July | August | Sept | Oct | Nov | Dec | Jan | Feb | March | Notes / Supporting Docs |
| Safer Gwent Meeting Dates | | 26th | | 20th | | 22nd | | 23rd | | 18th | | 22nd | |
| TOPIC | | | | | | | | | | | | | |
| CRIME | | | | | | | | | | | | | |
| AQUISITIVE CRIME | | | | | | | | AGENDA | | | | | |
| VIOLENCE AGAINST THE PERSON (VAP) | | | | AGENDA | | | | | | | | AGENDA | |
| DOMESTIC ABUSE / VIOLENCE (Inc. IDVA provision) | | | | | | | | | | | | | |
| MOST SERIOUS VIOLENT CRIME (MSV) | | | | | | | | | | AGENDA | | | |
| SEXUAL OFFENCES | | | | | | AGENDA | | | | | | | |
| CHILD PROTECTION / CSE /POVA | | | | AGENDA | | | | | | | | | |
| CRIMINAL DAMAGE & ARSON | | | | | | | | AGENDA | | | | | |
| CYBERCRIME | | | | | | | | | | | | | 1st meeting of the new period (April 2017) |
| ORGANISED CRIME ORGANISATIONS | | AGENDA | | Charter Signoff | | | | | | | | | |
| HATE CRIME | | | | | | AGENDA | | | | | | | |
| SCAMS AND SWINDLES | | Charter Signoff | | Action Plan Sign Off | | | | | | | | | |
| MATE CRIME | To be kept under review | | | | | | | | | | | | |
| ANTI-SOCIAL BEHAVIOUR (ASB) | | | | | | | | | | | | | |
| PROCESS AND PROCEDURES REVIEW | ASB T&F - START | Charter Signoff | | Update | | | | | | | | | |
| | | | | | | | | | | | | | |
| SUBSTANCE MISUSE | | | | | | | | | | | | | |
| SUBSTANCE MISUSE | | | | | | | | | | AGENDA | | | |
| | | | | | | | | | | | | | |
| INTEGRATED OFFENDER MANAGEMENT | | | | | | | | | | | | | |
| IOM | | | | | | | | | | | | AGENDA | |
| | | | | | | | | | | | | | |
| FUNDING | | | | | | | | | | | | | |
| OPCC COMMUNITY SAFETY FUNDS | | | | | | AGENDA | | | | | | | |
| | | | | | | | | | | | | | |
| PUBLIC ENGAGEMENT - SAFER GWENT | | | | | | | | | | | | | |
| ENGAGEMENT | | | | | | | | | | AGENDA | | | |
| | | | | | | | | | | | | | |
| RESTORATIVE RESPONSES | | | | | | | | | | | | | |
| RESTORATIVE RESPONSES STRATEGY | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| ROAD CASUALTY REDUCTION | | | | | | | | | | | | | |
| | | | | | | | | | | | | AGENDA | |
| | | | | | | | | | | | | | |
| YOUTH OFFENDING | | | | | | | | | | | | | |
| COMPLEX FAMILIES | | | | | | | | AGENDA | | | | AGENDA | |
| | | | | | | | | | | | | | |
| SAFER GWENT GOVERNANCE | | | | | | | | | | | | | |
| | | | | | | | | | | AGENDA | | | |
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PROJECT CHARTER

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|----------------|------------------|------------------------|--|
| Project | Title of Charter | Date Commenced: | |
| | | | |

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| WHY | Why is the charter necessary? |
|------------|-------------------------------|

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|-------------|----------------|--|--|
| WHAT | Page 22 | Problem Statement: <ul style="list-style-type: none"> • Bullet points • Bullet points | Goal Statement: <ul style="list-style-type: none"> • Bullet points |
| | | In Scope: Any activity which assists to improve the joint approach to tackling any CHARTER NAME across Gwent | Out of Scope: Any activity which is deemed not to assist the joint approach to tackling CHARTER NAME across Gwent |
| | | Benefit Measures / Metrics: <ul style="list-style-type: none"> • Bullet points • | Risks: <ul style="list-style-type: none"> • Bullet points |
| | | Budget identified: | |

| | | | |
|------------|-------------|-------------------------------------|------------------------|
| WHO | Name | Roles & Responsibilities | Time Commitment |
| | | | |
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|-------------------------------|-------------------------|-------------|-------------|-------------|-------------|----------------|------------------|
| Page 23 WHEN | Task | Date | Date | Date | Date | By Whom | Phase End |
| | Assigned Tasks | | | | | | |
| | Define the problem | | | | | | |
| | Identify the root cause | | | | | | |
| | Design a solution | | | | | | |
| | Sign off | | | | | | |
| | Review | | | | | | |

Useful notes & additional analysis:

Force Communication Suite Progress Report

Police and Crime Panel

Gwent Police delivers a number of key services through its Communication Suite. These include:

- Public contact via telephony, email and social media (999, 101, switchboard)
- Incident log and police resource management (dispatch of officers to calls)
- Crime recording, quality assurance and finalisation
- Critical incident management including firearm deployment, pursuits, etc

The aim is to provide a prompt, quality service to everyone who contacts Gwent Police, accurately and consistently identifying threat, risk or harm issues and managing limited force resource appropriately to mitigate those risks.

Historically, the force has faced significant challenge trying to achieve these aims. Good performance has been sporadic and a number of issues have contributed to this including inappropriate resource management, negative culture of staff, ineffective working practice, disjointed technology providing limited capability for comprehensive risk assessment and relatively poor relations with operational staff. Consequently, a wholesale review was commissioned under the force Staying Ahead program of change.

Staying Ahead Project

A full business case was presented to the program board in November 2015 with significant structural, system and process changes recommended. All recommendations were approved and full implementation commenced early in 2016. The main changes are:

- Introduction of a new command and control system used to manage deployment of resources to incidents called STORM.
- Introduction of a new digital telephony system and associated contact management computer system which is used to manage call demand and provide performance reporting mechanisms.
- Introduction of an Intelligent Voice Recognition system to replace switchboard functionality. This will allow callers to speak rather than select options when requesting service without needing to speak to a human operator. E.g. 'I need to speak to Constable Smith please'.
- Replacing the three distinct departments within FCS (call handling, criming and dispatch) with one 'omni-competent' operator role under a revised and streamlined management structure. Call handling is the management of all incoming and outgoing calls including all emergency calls. Dispatch is the function of radio communication with front line officers being deployed to live incidents and all associated duties. Criming is the process of taking a report from a member of public and determining whether a reportable crime has actually taken place and then recording the correct category of crime for Home Office statistical purposes.
- Model for delivery of dispatch function changed to a single role process. Historically, all control room dispatchers would perform a multi-function role where they managed incident logs, dispatched officers via radio, answered 999 calls, etc. Single role function means operators focus on one aspect of the role at a time.
- Replacement of the force risk assessment model from Victim Risk Assessment (VRA) to the THRIVE model. This is used with every call to assess what the level of risk, threat or harm is known about the incident being reported. This is used to determine the grade of the call and what resource is required to respond to it.

- Introduction of all Anti-social behaviour incidents and Public Safety incidents into the force record management system (NICHE). This resulted in an additional 30k records per annum being created and managed. Previously, all these incidents would be managed and recorded only within the force command and control system.
- Restructure of the force Crime Management Unit and increase in functionality. Previously, the unit was responsible for taking calls from front line officers at scenes of incidents and recording the crimes based on the information provided. Now they also act as a central function to quality assure and close all records for the force.
- Revised process of crime management for all front line officers. (Centralise some functions concerning crime closure and review)
- Introduction of a dedicated mental health triage function at peak times. A mental health social worker now sits in the suite at peak times to provide a direct contact for any relevant incidents where mental health is a factor. If required, this can mean transferring the caller direct to the social worker. This improves the force ability to respond promptly to such cases and provides an enhanced service to the caller.
- Introduction of a new rota pattern for all staff.
- Wholesale review of flexible working arrangements (over 45 staff) with more than 50% reduction achieved.

Implementation commenced on 15th March 2016 with the introduction of the new command and control system, STORM. This was delivered on time, within budget and implementation was deemed a success. The company providing STORM made comment that our implementation was the first in the country to be delivered on time and with the least amount of issues. Simultaneously, the new risk assessment, THRIVE was introduced and the processes concerning incidents and crime recording was also changed. This was a deliberate act designed to align technological advancements in STORM with the new processes. However, to implement such substantial change all at once was recognised as challenging for staff. Mitigation in the form of significant training and additional expert floor walkers was provided. The introduction of all incidents in to NICHE has now provided the force with an ability to provide a true, one system intelligence picture to enhance our capability to identify and manage risk.

Service delivery was further challenged due to a significant movement of staff. As a direct consequence of moving to a single, omni-competent role for all operators, over 30 staff decided to take redundancy. In the last 12 months the force has also recruited over 70 new operators to maintain establishment figures. The loss of vast numbers of experienced staff and the requirements to train and develop competence for all the new operators has contributed to the challenge.

Consequently, service levels fell well below acceptable parameters during April and May 2016. Since June 2016 levels have been improving.

The implementation plan has always recognised the significant challenge and risk to maintain service delivery whilst on the journey of change but the vision is that at the conclusion of the project, the suite will be substantially better placed to deliver a quality service well into the future with a more robust and flexible workforce.

A comprehensive training plan had to be developed to bring all staff up to omni-competent level. This involved specific training in dispatch, call handling and criming. The final element of training has just commenced (crime at source) and should be concluded by end of March 2017. All staff have to evidence competency across all three core functions and this has necessitated additional supervisory work and review.

Performance

As stated above, performance has risen since June and the latest figures show that the average wait time for 101 is 2 minutes. We are achieving just below 50% service level for all non-emergency calls. (80% answered within 1 minute). The average wait time for emergency calls is 9 seconds. Our average call demand is approximately 25k calls per month.

To put this into context – the suite is currently delivering similar performance compared to the average over the last 3 years, despite the significant change program being delivered. Performance is managed through a framework and monthly reports are produced and reviewed.

Future

Additional work is planned to continue improving our service to the public. This includes:

- Track my Crime and Report my Crime – online contact. This will involve the option for members of the public to report and receive updates about crimes online without the need to speak to an operator.
- New radio system (ESN). This is a national roll out to replace the existing radio and telephony for officers. It also includes other emergency services.
- Electronic communication with Gwent Ambulance service. This will allow the ambulance service to send incidents to our force electronically and remove the need to contact an operator.
- Mobile applications for STORM. This will allow all front line officers to access and update incident records from their mobile devices reducing the need to return to stations and use desktop computers.
- Improved contact management (ASPIRE or Bluestar). There are products available to enhance the operator experience when needing to access the IT systems used within the force. Aspire, for example, will take information about a person from all systems and collate and present it on a front page for the operator to use. This improves the ability to risk assess and increased the efficiency of the process.
- Enhanced CCTV capability (witnesses being able to live link via phones to control room)
- Continuation of recruitment process for new operators

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| <u>OFFICE OF THE POLICE & CRIME COMMISSIONER</u> | |
|---|---|
| TITLE: | Medium Term Financial Plan 2017/18 to 2021/22 |
| DATE: | 9th December 2016 |
| TIMING: | Routine |
| PURPOSE: | For Consideration |
| 1. | <u>RECOMMENDATION</u> |
| 1.1 | To consider the updated Medium Term Financial Projections (MTFP) for 2017/18 to 2021/22. |
| 2. | <u>INTRODUCTION & BACKGROUND</u> |
| 2.1 | This report shows the group financial projections for the financial years 2017/18 to 2021/22, which identify a recurring deficit of £12.023m by 2021/22. |
| 2.2 | As part of the on-going Staying Ahead Programme, the financial projections therefore provide a requirement to deliver recurring efficiency schemes amounting to £12.023m. |
| 2.3 | The 2017/18 budget setting round is the second year of the 2015 Comprehensive Spending Review (CSR) which, in common with the preceding 2010 and 2013 CSR periods, has required the delivery of significant financial efficiencies and budget reductions. It is anticipated that this theme will continue for the life of this Parliament through subsequent CSRs. The Staying Ahead Programme was initiated to address these efficiency requirements and to the end of 2015/16, has delivered cumulative recurring savings of £37.719m. The 2016/17 savings target of a further £4.350m will be exceeded this year due to the continuing success of the Staying Ahead Programme. |
| 2.4 | The future financial challenge to 2021/22 is exacerbated by the Home Office's review of the Police Funding Formula. By way of background, once the overall size of the policing budget is determined by the Home Office (via the CSR), then the amount of funding provided to respective Commissioners is determined by the Police Funding Formula. It has been well publicised that the current formula is out-dated, overly complex, opaque and in need of review. Following a 'false start' to the review process during the latter half of 2015, the review is back on track and hoping to produce its findings by February/March 2017, with an implementation date of the 2018/19 financial year. Importantly however, early exemplifications from the Home Office received during 2015 (showing the effect of the then revised police funding formula being suggested), identified a £6m cut in Central Government Core Grant to Gwent. It could be expected therefore, that the Home Office will continue with their approach now that the review is back on track and from the 2018/19 financial year onwards, the Commissioner could be faced with a £6m cash cut in addition to the underlying cuts forecast from the effect of the Government's austerity programme. It is also likely that this cut will not be actioned in one fell swoop, but transitional arrangements will affect the cut |

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| | over a number of financial years. |
| 2.5 | The MTFP report will also be presented to the Joint Audit Committee on the 21st December 2016. Members will then consider and comment on the budget setting process as per the terms of reference of the Committee. |
| 3. | <u>ISSUES FOR CONSIDERATION</u> |
| 3.1 | Police Funding Announcement 2017/18 |
| 3.2 | On the 23rd November 2016, the Chancellor of the Exchequer, Rt. Hon. Philip Hammond MP, announced the Autumn Statement 2016, confirming that the Government has scrapped its target to be in budget surplus by 2019/20, as measured by the Public Sector Net Borrowing figure. Although the deficit has been cut by almost two-thirds from its 2009/10 post war high of 10.1% of Gross Domestic Product (GDP) to 4.0% last year, borrowing and debt remain high and the Office for Budget Responsibility (OBR) has passed a judgment that the economic and fiscal outlook for the UK has deteriorated since the EU referendum. The connotation of this means that public finances will no longer reach a surplus by 2019/20. |
| 3.3 | In terms of what the Autumn Statement provided regarding the specific impact on police and crime, the only key message gleaned was that 'Departmental spending plans set out in the 2015 Spending Review were to remain in place'. This provides a degree of clarity in that it confirms the 'flat cash funding' expected for next financial year, assuming that locally determined precept increases are maximised. However, this position may be worsened if the Home Office decide to further allocate budgets to other non-policing pressures (e.g. Border Force) and/or top-slice to other areas of policing outside of Commissioner's budgets (e.g. Her Majesty's Inspectorate of Constabulary (HMIC), Independent Police Complaints Commission (IPCC), etc.). |
| 3.4 | The Provisional Police Settlement for 2017/18, which will provide the expected levels of Central Government Core Grant that individual Commissioners may receive, is not due to be announced until, at the earliest the 7th December 2016, but more likely the 14th December 2016. |
| 3.5 | The MTFP is therefore based upon estimated funding assumptions, which indicate a further reduction in the level of funding from the Home Office both in terms of year on year reductions and an anticipated revision to the Police Funding Formula. |
| 3.6 | The Home Office are yet to announce the level of capital funding for 2017/18. |
| 3.7 | Council Tax Increases 2017/18 (Appendix 1a) |
| 3.8 | The MTFP assumes that the Band D council tax precept will increase by 3.99% in 2017/18 and continue at this level throughout the projections. The Council Tax Base is assumed to be maintained at the growth rate for 2016/17 of 0.84%. |
| 3.9 | It has been assumed that there will be no further impact from the Council Tax Support Scheme in 2017/18. |
| 3.10 | The incremental impact of change to the growth in precept away from the projected growth rate of 3.99% is shown at Appendix 1a. |

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| 3.11 | Medium Term Financial Projections 2017/18 to 2021/22 |
| 3.12 | The current MTFP is shown at Appendix 1b. The detailed assumptions and service pressures/developments which support the projections are reflected at Appendices 2 to 3. |
| 3.13 | Members will note that although a small budgetary surplus could be achieved in 2017/18, this is to the backdrop of sustaining £7.480m of accelerated efficiency savings already accounted for in 2017/18. Moving forward, the estimated impact of the CSR 2015 and the Police Funding Formula review, coupled with internal assumptions beyond this, present further funding pressures. It is forecast therefore that this will form a recurring funding deficit of £12.023m by 2021/22. |
| 3.14 | Funding Assumptions (Appendix 2) |
| 3.15 | As confirmed above in paragraph 3.2, very little was indicated in the Autumn Statement about the direct impact upon police and crime funding. Therefore, due to the confirmation that CSR 2015 spending plans would remain in place (equating to at least a 0.57% cut p.a. in Central Government Core Grant for Commissioners), plus uncertainty over future Home Office pressures and potential top-slices for such things as the Police Transformation Fund and Emergency Services Network, the MTFP continues to reflect the assumption that Central Government Core Grant will reduce by 2.00% in 2017/18 and in each year through to the end of the MTFP. This will obviously be revised upon receipt of the Provisional Settlement in December 2016 and reflected in the Commissioner's Proposed Precept Report, which will be presented to the Police and Crime Panel on the 27th January 2017. |
| 3.16 | Similar to above, the further financial impact and transitional arrangements from the revision of the Police Funding Formula are uncertain at this stage, therefore the MTFP reflects a further £6m reduction in funding, implemented at £2m per year between 2018/19 and 2020/21. |
| 3.17 | It is further anticipated that Home Office Specific Grants and Welsh Government Specific Grants will remain at levels consistent with the 2016/17 projections. |
| 3.18 | The Council Tax Precept is assumed to increase by 3.99% in 2017/18 and remain at that level of annual growth to the end of the MTFP. This is consistent with the growth rate in 2016/17 and the results of previous public consultation (further on-line public consultation will take place in December 2016 into January 2017). The Council Tax Base is assumed to increase at a rate consistent with the growth in 2016/17. No further impact of the Council Tax Support Scheme is anticipated before the end of the financial projections. |
| 3.19 | Expenditure Assumptions (Appendices 2, 3 and 4) |
| 3.20 | The pay and non-pay cashable efficiency savings generated in 2015/16 and those estimated for 2016/17 demonstrate that the Staying Ahead Programme has accelerated recurrent savings ahead of schedule and across all expenditure areas. It is planned that these savings can be recognised in the 2017/18 base expenditure budget and the MTFP reflects the impact of these savings. This places the group in a position that strengthens its risk |

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| | awareness rather than continued risk aversion. |
| 3.21 | In terms of the largest area of spend therefore, Police Officer, Police Community Support Officer (PCSO) and Police Staff establishments have been set at authorised levels as determined by the Staying Ahead Programme. |
| 3.22 | The assumptions for pay awards, allowances, enhancements and non-staff inflation remain consistent with those used in the 2016/17 budget setting round, with the exception of pay awards, which are anticipated to increase by 1.00% in 2017/18, before rising to 1.50% in future years. |
| 3.23 | Base expenditure developments and service pressures that have been identified during the detailed budget preparation, which are not able to be absorbed within the existing budgets, have been incorporated. These are shown at sections 1 to 4 of Appendix 3. Future years reflect an estimate of the unknown pressures that will arise, to ensure that a more realistic assessment of the funding pressures is shown. |
| 3.24 | No additional revenue costs from capital investment have been reflected as yet, however this cannot be discounted as the respective Information and Communications Technology (ICT), Estate and Fleet Strategies are progressed and the pressure on the Commissioner's Reserves and other Committed Funds increases. |
| 3.25 | Reinvested Efficiency Opportunities (Appendix 3) |
| 3.26 | The underlying ethos of the Staying Ahead Programme is to deliver service improvement through transformational change, to meet current and future demand and deliver efficiency savings (both cashable and non-cashable). |
| 3.27 | Historically, the cashable efficiencies generated have been fully utilised in meeting current and future budgetary deficits as a result of the Government's austerity programme. However, with the exceptional success of the Staying Ahead Programme in improving the service (as independently verified by recent HMIC PEEL Inspections) and delivering cashable efficiency savings ahead of time; coupled with a 'less bad' funding settlement in 2016/17, has enabled the Commissioner and the Force to be in a position to reinvest cashable efficiencies into known emerging pressures and service developments. |
| 3.28 | These pressures and service developments are consistent with those identified within local, regional and national priorities identified through such things as the Commissioner's Police and Crime Plan and the Strategic Policing Requirement. They include addressing: <ul style="list-style-type: none"> a) Visible and accessible local policing provision; b) Community Cohesion, for example, to understand and collaboratively address the recent public order events in Newport; c) Safeguarding the vulnerable in society, including tackling mental health and modern slavery; d) Child Sexual Abuse/Exploitation; |

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| | <p>e) Cyber enabled criminality including on-line fraud; and</p> <p>f) The requirements of the Wellbeing of Future Generations Act.</p> |
| 3.29 | In a recent workshop hosted by HMIC and attended by Commissioners, Chief Constables and Chief Finance Officers amongst others, both Brandon Lewis MP, Minister of State for Policing and the fire Service and HMIC confirmed that the financial challenges facing Commissioners and the policing service are as acute as ever. In order to deal with the increasing volume and complexity of demand (as identified in paragraph 3.28 above), Commissioners and forces will need to develop an investment plan to build the capability and capacity of the police service to meet these demands and also commission external services (very much focussing on the 'prevention' agenda) to compliment the police response. This requirement is therefore reflected in the 2017/18 budget proposal. |
| 3.30 | Section 5 of Appendix 3 confirms the amount indicatively required for the above investment plan. The detailed resources and timescales required for delivery will be formalised before Christmas by Chief Officers and presented in the Commissioner's Proposed Precept Report on the 20th January 2017. |
| 3.31 | The Staying Ahead Programme will continue to remain focused on delivering a new generation of savings schemes and maintaining a detailed schedule of planned work to review functions and departments across the whole of the organisation. |
| 3.32 | In recognising the accelerated savings in the projected 2017/18 estimated budget, the schedule of work will need to reflect the sustainability of these savings and set out the continued and future areas of review, to address the longer term funding imbalance. The savings plan will also be presented in the Commissioner's Proposed Precept Report on the 20th January 2017. |
| 3.33 | Value For Money profiles 2016 |
| 3.34 | The Value For Money (VFM) profiles have been produced by HMIC for the past six financial years. The main purpose of these profiles is to help forces compare performance and costs. They are designed for use by force management, Commissioners as well as the HMIC. The comparisons are across all English and Welsh forces, but exclude the Metropolitan Police and City of London Police, due to their uniqueness of data. |
| 3.35 | The final profiles have been received and a detailed commentary will be presented in the Commissioner's Proposed Precept Report on the 27th January 2017. However, initial recognition of the profiles provides a degree of confidence that the future budgetary recurrent deficit can be met. |
| 3.36 | Financial Performance to 30th September 2016 (Appendix 5a) |
| 3.37 | This Appendix shows the group financial performance as at 30th September 2016, which identifies savings of £2,246,000 against budget with a forecast saving of £1,766,000 at year end. As part of the Staying Ahead Programme, the 2016/17 budget proposal included a requirement for £4,350,000 of in-year efficiency schemes against the CSR target. |

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| 3.38 | Police Officer Salaries and Allowances show total savings against budget of £1,867,000 (Appendix 5a, Line 1). The authorised budget reflects the new operating model, together with non-recurrent funding for transitional roles and the Staying Ahead Programme. As the programme advances, the non-recurrent posts will be rationalised and savings will be moved to the Identified Savings (Appendix 5a, Line 16). |
| 3.39 | At the end of September 2016, the actual police officer establishment stood at 1,170.29 wte, 17.71 wte below the authorised operating model of 1,188.0 wte. Further probationer school intakes are planned, which will enable the Force to achieve the authorised establishment by the end of the financial year, pending the outcome of the voluntary exit scheme. In reaching the authorised establishment, this will reflect the recruitment of 160 police officers during 2016/17. |
| 3.40 | Police Staff Salaries and Allowances show total overspendings of £663,000 (Appendix 5a, Line 2). This is the net position of savings from vacant posts from being below the current authorised establishment (£672,000), which has been offset by redundancy and lieu of notice payments (£1,313,000) arising from the implementation of new operating structures, as part of the Staying Ahead Programme. The additional overspending (£23,000) is primarily due to Tutor Payments within the First Point of Contact Centre (£8,000) and Holiday Pay entitlements (£15,000) as a result of the Bear Scotland high court ruling. Additional savings and termination payments are anticipated during 2016/17. Savings through structure remodelling will be recognised as recurring efficiencies and moved to the Identified Savings (Appendix 5a, Line 16). |
| 3.41 | At the end of September 2016, the actual establishment stood at 705.17 wte (including 101.0 wte Welsh Government funded PCSOS and 30.47 wte Force funded PCSOs), against the current authorised establishment of 840.37 wte. The vacancies are partly offset by 27.00 wte temporary agency staff currently in Force. |
| 3.42 | At the end of September 2016, the PCSO Salaries and Allowances showed savings of £399,000 which are as a result of being 38.53 wte below the authorised establishment of 170.00 wte. The current vacancies; those that are anticipated during the year and also planned recruitment of 20.00 wte, will enable the planned target of 130.00 wte to be achieved by the end of the financial year. |
| 3.43 | Police Officer Overtime and Enhancements is in line with budget as the overtime worked continues to be scrutinised by the Chief Officer Team to understand the cause and effect. The delegated budgets are overspent by £107,000 (Appendix 5a, Line 16) to the end of September 2016 whilst a contingent budget of £363,000 is held by Chief Officers and to date, no allocations have been issued. |
| 3.44 | At the end of September 2016, Police Staff and PCSO Overtime and Enhancements showed combined savings of £216,000. These reflect a minor overspending on Overtime of £27,000 and significant savings of £243,000 relating to enhancement savings arising from vacant posts. |

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| 3.45 | Other Employee Related Costs (Appendix 5a, Line 7) show overspendings of £246,000 to the end of the month. Savings have been made in relation to Medical Costs (£28,000) and Training costs (£7,000), but these have been offset by overspendings in relation to Police Injury Pensions (£119,000), Police Medical Retirements (£91,000), Police Injury Gratuity Payments (£25,000), Recruitment (£8,000) and Employee Insurance Premiums (£41,000). |
| 3.46 | Premises Costs show savings of £166,000 (Appendix 5a, Line 8). This reflects savings in Utilities (£105,000), Waste Management (£60,000), Rent and Rates (£77,000), Maintenance Contracts (£17,000), and Insurance (£17,000). These are partially offset by overspending in Property Maintenance (£110,000), which is predominately due to dilapidation settlements on the ending of the lease for Block A, Mamhilad (£92,000). Some of these savings are due to timing, but all of these variances will be monitored throughout the year to identify recurring saving opportunities. |
| 3.47 | Transport Costs (Appendix 5a, Line 9) show savings of £150,000. The main contributors are Fuel Costs (£88,000), Fleet Repairs (£60,000), Police Vehicle Recovery (£26,000) and Vehicle Hire (£16,000). These are partially offset by overspendings on Insurance (£18,000), Mileage (£12,000), Helicopter Service charges (£5,000) and Travel and Subsistence (£5,000). |
| 3.48 | At the end of September 2016, Supplies and Services show savings of £303,000 (Appendix 5a, Line 10). The principal areas of savings are Uniforms (£104,000), Airwave (£97,000), Printing, Postage and Stationery (£57,000), Forensic Science (£50,000), Equipment (£42,000), Telephone Investigation (£24,000), Professional Services (£20,000) and Pathology (£19,000). These are partly offset by overspending on Insurance Premiums (£58,000), Software (£33,000), Ancillary Computer Costs (£12,000), and Hardware (£13,000). Some of these variances are considered to be due to timing, but all areas will be monitored throughout the year. |
| 3.49 | The 2016/17 budget included a requirement for £4,350,000 of efficiency scheme savings to be achieved. The majority of these have been mapped into the expenditure headings; however, £1,387,000 of savings could not be specifically identified against budget areas and are therefore reflected in Identified Recurring Savings (Appendix 5a, Line 16). As these saving schemes are fully identified during the year, the appropriate budgets will be reduced. |
| 3.50 | Investment Income shows a surplus of £7,000 to the end of the month. Whilst there are higher than anticipated cash balances, the position reflects the reduced level of returns through the avoidance of risk in choosing investment opportunities. |
| 3.51 | At the end of September 2016, Other Income showed surpluses of £156,000. The main contributors to this are Police Specific Prosecutions (£134,000), Home Office Incentivisation Scheme (£36,000), Firearms Licensing (£28,000), Miscellaneous Income (£14,000), Reports (£13,000), Rental Income (£11,000), Vehicle Recovery (£10,000), sale of scrap from Seized Vehicles (£8,000), and Speed Awareness (£5,000). These are partly offset by Income Generation (£87,000), Vehicle Sales (£10,000) and Abnormal Loads (£6,000). These variances will be monitored throughout the year. |

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| 3.52 | Forecast Outturn |
| 3.53 | The forecast outturn indicates that overall savings for the financial year will be £1,766,000 (Appendix 5a, Line 33). The main contributing areas to this forecast are detailed below. |
| 3.54 | It is anticipated that Police Officer Salaries and Allowances will generate a saving of £2,503,000 (Appendix 5a, Line 1). This is primarily due to the Force being below the authorised officer establishment. It is currently 30.83 wte below the authorised level. However, the planned recruitment of a further 80 wte probationer constables (80 wte already recruited to date this financial year), will take the establishment into surplus by the end of the financial year – offsetting the current shortfall and forecast leavers through natural wastage (13 wte) and the Voluntary Exit Scheme (30 wte). |
| 3.55 | Police Staff Salaries and Allowances (Appendix 5a, Line 2) are anticipated to overspend by £132,000. The actual staff establishment currently stands at 93.44 wte below the authorised level; this is predicted to grow in the Flight Path projections to 119.26 wte by the end of the financial year. These vacancies will contribute significant recurrent savings, however the one-off costs associated with the implementation of new operating models under the Staying Ahead Programme (Redundancy Payments and Pension Capital Costs) outweighs the savings this financial year. |
| 3.56 | A saving of £1,145,000 is currently forecast for PCSO Salaries and Allowances (Appendix 5a, Line 3). The Force is currently below the authorised establishment by 38.53 wte PCSOs. It is planned that an establishment of 130.0 wte will be maintained through a recruitment process towards the end of the calendar year, which will offset further anticipated leavers and allow the establishment plan to be achieved. |
| 3.57 | Police Officer Overtime and Enhancement payments are forecast to produce savings of £190,000 (Appendix 5a, Line 4). This reflects the offsetting of delegated overspendings by the Chief Officer contingent budget. |
| 3.58 | Police Staff and PCSO Overtime and Enhancements are estimated to save £450,000 (Appendix 5a, Lines 5 and 6) which is in line with expenditure incurred to date. |
| 3.59 | The underlying position for Other Employee Related Costs (Appendix 5a, Line 7) is a forecasted overspending of £383,000. The main areas of anticipated savings are Course Fees and Training (£74,000) and Medical Schemes (£28,000); however, these are more than offset by overspendings on the Police Pension Scheme (£421,000), Employee Insurance (£41,000) and Recruitment Costs (£23,000). Above this underlying position, a further £2,000,000 is forecast, to offset the financial implications of the current triennial review of the Greater Gwent Local Government Pension Scheme (LGPS), administered by Torfaen County Borough Council on behalf of the Chief Constable and the Police and Crime Commissioner. The review has been ongoing since the start of this financial year and is scheduled to be completed by November 2016. Employer representatives of LGPS members will be informed of the impact of the review on 13th December 2016. However, early informal indications show that future employer contribution rates will rise, therefore this investment will mitigate the impact of future rate rises. This decision will be subject to a separate business case to be |

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| | considered by both Corporations Sole. | |
| 3.60 | Premises Costs (Appendix 5a, Line 8) are expected to generate savings of £307,000. This comprises of savings on Utilities (£227,000), Cleaning and Waste Management (£86,000), Rent and Service Charges (£43,000), Contracted Services (£22,000) and Building Insurance (£3,000). This is partly offset by anticipated overspending on Building Repairs and Maintenance (£90,000). | |
| 3.61 | Transport Costs are forecast to save £546,000 (Appendix 5a, Line 9). This is primarily due to savings on Petrol and Diesel (£280,000), Helicopter (£200,000), Spares, Repairs and Tyres (£49,000), Vehicle Recovery (£49,000) and Vehicle Hire (£35,000). These are offset by anticipated overspendings on Mileage Allowances (£36,000), Vehicle Insurance (£38,000) and Fares and Subsistence (£13,000). | |
| 3.62 | Supplies and Services (Appendix 5a, Line 10) are forecast to make savings of £920,000. The main contributing areas of savings are: | |
| | | £ |
| | a) Professional Services | 175,000 |
| | b) Scientific Testing | 155,000 |
| | c) Communications | 131,000 |
| | d) Computer Hardware and Software | 108,000 |
| | e) Postage, Printing and Stationery | 103,000 |
| | f) Insurance Costs | 66,000 |
| | g) Uniform | 65,000 |
| | h) Operational Equipment | 37,000 |
| | i) Operational Expenses | 27,000 |
| | j) Police Surgeons | 25,000 |
| | k) Hospitality Expenses | 20,000 |
| | l) Subscriptions | 20,000 |
| | m) Dangerous Dogs | 11,000 |
| | n) Police Dogs | 8,000 |
| | o) Vehicle Recovery | 6,000 |
| | These are, however, partially offset by forecast overspendings in the following areas: | |
| | | £ |
| | a) Ancillary Expenses | 26,000 |
| | b) Non-Operational Equipment | 17,000 |
| 3.63 | It is anticipated that the Major Incident Fund will break even (Appendix 5a, Line 11), however, this is highly dependent upon operational demand and could potentially experience significant change. | |

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| 3.64 | Pro-active Operational Initiatives (Appendix 5a, Line 12), is forecast to save £80,000, however, this too is highly dependent upon operational demand and could potentially experience significant change. | |
| 3.65 | Contributions to Police ICT Company and national systems (Appendix 5a, Line 13) is forecast to save £80,000. This is due to a change in contribution levels which arose after the 2016/17 budget was confirmed. | |
| 3.66 | Capital Charges are forecast to overspend by £2,963,000 by year-end (Appendix 5a, Line 14). The major contributor to this (£3,000,000) reflects the intention to repay a significant proportion of the Commissioner's debt. The Commissioner's debt position is carefully managed through his annual Treasury Management Strategy and associated mid-year and annual reviews. For a number of years, the intention to repay debt has been considered and reported, but the recurrent benefits have been marginal. However, pending any further reduction in interest rates, the Commissioner's current Treasury Management position facilitates the early repayment of debt, thereby providing interest payment savings of nearly £250,000 per annum moving forward. | |
| 3.67 | The Staying Ahead Programme has delivered accelerated savings ahead of the budgeted plan for 2016/17. At present, Identified Recurring Savings (Appendix 5a, Line 16) is forecast to deliver savings of £1,162,000 ahead of plan – these are primarily through restructuring of Police Officer and Police Staff posts. | |
| 3.68 | Investment Income (Appendix 5a, Line 17) is forecast to deliver a small surplus of £10,000. This reflects the higher than anticipated cash balances throughout the year. | |
| 3.69 | Other Income (Appendix 5a, Line 18) is forecast to produce a surplus of £138,000. The main contributing areas of this surplus are: | |
| | | £ |
| | a) Specified Police Proceedings | 260,000 |
| | b) Miscellaneous Income | 60,000 |
| | c) Training | 50,000 |
| | d) Reports | 24,000 |
| | e) Rental Income | 11,000 |
| | f) Speed Awareness Training | 10,000 |
| | g) Firearms Licensing | 10,000 |
| | h) Special Duties | 10,000 |
| | i) Vehicle Recovery | 9,000 |
| | j) Scrappage of Seized Vehicles | 8,000 |

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| | The above savings are offset by the following anticipated shortfalls: | |
| | | £ |
| | a) Income Generation | 174,000 |
| | b) Disposal of Assets | 50,000 |
| | c) Mutual Aid | 50,000 |
| | d) Grant Income | 33,000 |
| | e) Immigration Detainee Income | 10,000 |
| 3.70 | When the 2016/17 Revenue Budget was originally set, it was planned that a contribution from Earmarked Reserves (Appendix 5a, Line 30) would be needed to deliver the Staying Ahead Programme. The forecast savings, particularly in terms of staffing, mean that this non-recurrent funding will not be needed, and is therefore showing as a shortfall of funding (£834,000). | |
| 3.71 | The enhanced scrutiny of the insurance provision has meant that a number of anticipated claims have been resolved, with reduced or nil cost to the organisation. This has resulted in the release of non-recurrent monies (£438,000) into the revenue position. | |
| 3.72 | The savings that are forecast, present the Police and Crime Commissioner with usable funds that can be used to facilitate a number of developments, which will provide longer term benefits and value for money opportunities. Upon confirmation of the opportunities, these will be reflected in future forecast projections. | |
| 3.73 | Control Account Reconciliations | |
| 3.74 | The financial performance and forecast outturn processes are reliant on the accuracy and validity of the information held within the financial systems. One aspect of this is the control account reconciliations. These are largely completed up to the end of Month 5 and it is planned to get up to date for Month 7. | |
| 3.75 | Virement Summary | |
| 3.76 | No new virement requests have been made in the year to date. | |
| 3.77 | Capital Programme (Appendix 5b) | |
| 3.78 | The Revised Annual Budget on proposed schemes for 2016/17 is £5,202,000. | |
| 3.79 | The Programme for 2016/17 will be funded from Home Office funding in the form of Capital Grant and Innovation Fund Grant, combined with Specific Earmarked Reserves and a Revenue Contribution. | |
| 3.80 | Expenditure to date amounted to £734,000 of which £561,000 to Information Systems, £94,000 related to Force Projects, £75,000 to Vehicle purchases and £4,000 to Estates Schemes. | |

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| 3.81 | Reserves and Committed Funds (Appendix 6) |
| 3.82 | Appendix 6 provides a forecast summary of the Commissioner's Reserves and Committed Funds to 2020/21. This reflects all movements that can currently be estimated, including the delivery of the Commissioner's Capital Strategies. This forecast will be further refined following confirmation of the Capital Programme and the central funding for 2017/18. |
| 3.83 | Outstanding Issues and Unquantifiable Risks |
| 3.84 | <p>Whilst the MTFP is designed to reflect the most up to date intelligence, a number of outstanding issues and unquantifiable risks remain, which cannot currently be reflected. In summary these are:</p> <ul style="list-style-type: none"> a) Confirmation of the Provisional Central Government Funding; b) The impact of any future review of the Funding Formula; c) Confirmation of the Council Tax Bases for 2017/18; d) Future delivery of the Staying Ahead Programme; e) Emerging cost pressures; and f) Unplanned initiatives and the international dimension particularly post Brexit. |
| 3.85 | Capital Programme 2016/17 (Appendix 7) |
| 3.86 | The initial 2016/17 Capital Programme is shown at Appendix 7, and will be refined as the ICT, Fleet and Estate Strategies are confirmed. All of the schemes currently proposed aim to deliver long-term benefits to the organisation, i.e. appropriate estate provision, fit for purpose fleet, maximum returns on ICT investment. However, due to the current level of capital grant, it will be necessary to utilise Committed Funds and also potentially undertake future borrowing to ensure sufficient funding is available. |
| 4. | <u>NEXT STEPS</u> |
| 4.1 | The financial planning process will continue for both the Revenue and Capital budgets in line with the 2017/18 Budget Setting Timetable, presented and confirmed by the Joint Audit Committee on the 15th September 2016. Receipt of the provisional settlement in December will greatly crystallise the position and better inform the budget setting process. |
| 5. | <u>FINANCIAL CONSIDERATIONS</u> |
| 5.1 | These are detailed in the report. |
| 6. | <u>PERSONNEL CONSIDERATIONS</u> |
| 6.1 | The successful delivery of a balanced recurring budget will have significant staffing and personnel issues, which form part of the implementation of the Staying Ahead Programme. The realisation of vacancies through natural wastage is key to the delivery of savings and this is closely monitored on a |

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| | regular basis. Slippage or non-attainment of anticipated natural wastage may require other options to be considered. |
| 7. | <u>LEGAL IMPLICATIONS</u> |
| 7.1 | There are no legal implications arising from this report. |
| 8. | <u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u> |
| 8.1 | This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group. |
| 8.2 | In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998. |
| 9. | <u>RISK</u> |
| 9.1 | <p>The risks relating to this report are being managed through the Staying Ahead Programme and are detailed below:</p> <p>a) Financial:</p> <ul style="list-style-type: none"> i. Ongoing austerity and the Police Funding Formula Review; ii. Loss of 'assumed' precept income; iii. Impact of the localisation of council tax support; iv. Withdrawal of funding by partners (Home Office, Welsh Government and Local Authorities); v) Increased 'last resort' demand due to others withdrawing service; and vi) Failure of Government to deliver on national issues (e.g. pay bill, de-cluttering). <p>b) Organisational:</p> <ul style="list-style-type: none"> i) Partners re-trench from collaborative ventures (Welsh Government settlement); and ii) Failure of key efficiency schemes to deliver. <p>c) Societal:</p> <ul style="list-style-type: none"> i) Emergent complex crime types and increased safeguarding requirements; ii) Increased crime, ASB and incidents due to economic and political climate; and iii) Lack of staff turnover due to limited job opportunities. |

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| 10. | <u>PUBLIC INTEREST</u> |
| 10.1 | This is a public document. |
| 11. | <u>CONTACT OFFICER</u> |
| 11.1 | Darren Garwood-Pask, Chief Finance Officer. |
| 12. | <u>ANNEXES</u> |
| 12.1 | Appendix 1a – Estimated Impact of Incremental Precept Changes 2017/18 |
| 12.2 | Appendix 1b – Medium Term Financial Projections 2017/18 to 2021/22 |
| 12.3 | Appendix 2 – Medium Term Financial Projections 2017/18 to 2021/22 – Assumptions |
| 12.4 | Appendix 3 – Identified Budget Developments |
| 12.5 | Appendix 4 – Estimated 2017/18 Budget (Subjective Analysis) |
| 12.6 | Appendix 5a – Group Financial Revenue Performance to September 2016 |
| 12.7 | Appendix 5b – Group Financial Capital Performance to September 2016 |
| 12.8 | Appendix 6 – Commissioner’s Reserves and Committed Funds |
| 12.9 | Appendix 7 – Capital Programme 2017/18 to 2021/22 |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections 2017/18 to 2021/22
At 9th December 2016

| Assumption | | Base Growth (Provisional) | Precept Growth | Total Growth | Increase / (Decrease) |
|----------------------------|-------------------|------------------------------|-------------------|--------------|--------------------------|
| Base Growth (Estimated) | Precept Growth | | | | |
| % | % | £ | £ | £ | £ |
| 0.84% | 5.00% | 395,997 | 2,371,079 | 2,767,076 | 478,527 |
| 0.84% | 4.50% | 395,997 | 2,133,971 | 2,529,968 | 241,419 |
| 0.84% | 4.00% | 395,997 | 1,896,863 | 2,292,860 | 4,311 |
| 0.84% | 3.99% | 395,997 | 1,892,552 | 2,288,549 | 0 |
| 0.84% | 3.50% | 395,997 | 1,659,755 | 2,055,752 | (232,797) |
| 0.84% | 3.25% | 395,997 | 1,541,201 | 1,937,198 | (351,351) |
| 0.84% | 3.00% | 395,997 | 1,422,647 | 1,818,644 | (469,905) |
| 0.84% | 2.99% | 395,997 | 1,418,336 | 1,814,333 | (474,216) |
| 0.84% | 2.75% | 395,997 | 1,304,093 | 1,700,090 | (588,459) |
| 0.84% | 2.66% | 395,997 | 1,260,983 | 1,656,980 | (631,569) |
| 0.84% | 2.50% | 395,997 | 1,185,539 | 1,581,536 | (707,013) |
| 0.84% | 2.25% | 395,997 | 1,066,985 | 1,462,982 | (825,567) |
| 0.84% | 2.00% | 395,997 | 948,431 | 1,344,428 | (944,121) |
| 0.84% | 1.75% | 395,997 | 829,877 | 1,225,874 | (1,062,675) |
| 0.84% | 1.50% | 395,997 | 711,323 | 1,107,320 | (1,181,229) |
| 0.84% | 1.25% | 395,997 | 592,770 | 988,767 | (1,299,782) |
| 0.84% | 1.00% | 395,997 | 474,216 | 870,213 | (1,418,336) |
| 0.84% | 0.75% | 395,997 | 355,662 | 751,659 | (1,536,890) |
| 0.84% | 0.50% | 395,997 | 237,108 | 633,105 | (1,655,444) |
| 0.84% | 0.25% | 395,997 | 118,554 | 514,551 | (1,773,998) |
| 0.84% | 0.00% | 395,997 | 0 | 395,997 | (1,892,552) |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
Medium Term Financial Projection

| | (a) | (b) | (c) | (d) | (e) | (f) |
|---|-----------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | 2016/17 Actual £'000s | 2017/18 Forecast £'000s | 2018/19 Forecast £'000s | 2019/20 Forecast £'000s | 2020/21 Forecast £'000s | 2021/22 Forecast £'000s |
| 1 Effect of Pay Awards and Increments | 1,371 | 949 | 1,864 | 2,078 | 2,110 | 2,141 |
| 2 Non-Staff Inflation | 388 | 526 | 667 | 688 | 725 | 726 |
| 3 Apprenticeship Levy Scheme | - | 369 | - | - | - | - |
| 4 In Service Pressures / Developments | 6,059 | 6,356 | 154 | 1,155 | (745) | (100) |
| 5 Accelerated Staying Ahead Savings | (6,053) | (7,480) | (96) | (60) | (60) | (60) |
| 6 Unavoidable Cost Increases | 1,765 | 719 | 2,589 | 3,862 | 2,030 | 2,707 |
| 7 Gross Budget Movement | 1,765 | 719 | 2,589 | 3,862 | 2,030 | 2,707 |
| 8 Recurring Base Budget Brought Forward | 117,774 | 119,539 | 120,258 | 122,848 | 126,709 | 128,739 |
| 9 Projected Budgetary Requirement | 119,539 | 120,258 | 122,848 | 126,709 | 128,739 | 131,446 |
| % Increase on Previous Years Base Budget | 1.50% | 0.60% | 2.15% | 3.14% | 1.60% | 2.10% |
| Funding | | | | | | |
| Central Government Funding | | | | | | |
| Police Grant | (42,393) | (41,545) | (38,715) | (35,940) | (33,221) | (32,557) |
| 14 Revenue Support Grant | (21,044) | (20,623) | (20,211) | (19,806) | (19,410) | (19,022) |
| 15 National Non-Domestic Rates | (9,063) | (8,882) | (8,705) | (8,530) | (8,360) | (8,193) |
| 16 Total Central Government Funding | (72,501) | (71,051) | (67,630) | (64,277) | (60,992) | (59,772) |
| 17 Council Tax | (47,039) | (49,327) | (51,727) | (54,245) | (56,883) | (59,651) |
| 18 Total Funding | (119,539) | (120,378) | (119,357) | (118,522) | (117,875) | (119,423) |
| 19 Projected Recurring Deficit / (Surplus) Before Efficiencies | - | (119) | 3,491 | 8,187 | 10,864 | 12,023 |
| 20 Efficiencies | | | | | | |
| 21 Future Year Staying Ahead Scheme Savings | - | - | (3,491) | (8,187) | (10,864) | (12,023) |
| 22 Reserve Utilisation | - | - | - | - | - | - |
| 23 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation | - | (119) | - | - | - | - |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
Budget Assumptions

| 1. Establishment | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|-------------------------------------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|
| | Numbers | Pay Award | Numbers | Pay Award | Numbers | Pay Award | Numbers | Pay Award | Numbers | Pay Award |
| a Police Officers | 1,197.00 | 1.00% | 1,197.00 | 1.50% | 1,197.00 | 1.50% | 1,197.00 | 1.50% | 1,197.00 | 1.50% |
| b Police Staff | 583.14 | 1.00% | 583.14 | 1.50% | 583.14 | 1.50% | 583.14 | 1.50% | 583.14 | 1.50% |
| c Community Support Officers | 131.00 | 1.00% | 131.00 | 1.50% | 131.00 | 1.50% | 131.00 | 1.50% | 131.00 | 1.50% |

d Establishments reflect authorised structures, including those that have been agreed by the Staying Ahead Programme Board.

e Accelerated Savings have been crystallised into estimated 2017/18 base.

f Establishments, where applicable, include budgets for vacant posts.

g No funding is included for posts that are provided temporarily i.e. "amber posts". The costs of these posts are covered by vacancies.

h All salary costs have been zero based in their calculation.

i Non- salary costs have been assessed and reflected using one of the following methodologies:-

- i Actual 2016/17 expenditure
- ii Forecasted 2016/17 expenditure
- iii Estimate based on average of actual 2015/16 and forecasted 2016/17 expenditure

| 2. Premises | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|--------------------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|
| | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation |
| a Properties | 50 | | 50 | | 50 | | 50 | | 50 | |
| b Energy | | 5.00% | | 5.00% | | 5.00% | | 5.00% | | 5.00% |
| c Repairs | | 2.00% | | 2.00% | | 2.00% | | 2.00% | | 2.00% |

d Ystrad Mynach PFI Scheme assumed to continue throughout financial plan with existing costs and funding arrangements.

e Accelerated Savings have been crystallised into estimated 2017/18 base.

f Reductions in the Estate footprint, together with the replacement of the Headquarters building, will impact upon the estimates.

g Premises costs have been assessed and reflected using one of the following methodologies:-

- i Actual 2016/17 expenditure
- ii Forecasted 2016/17 expenditure
- iii Estimate based on average of actual 2015/16 and forecasted 2016/17 expenditure

| 3. Transport | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|---------------------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|
| | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation | Numbers | Inflation |
| a Vehicles | 361 | | 361 | | 361 | | 361 | | 361 | |
| b Fuel | | 5.00% | | 5.00% | | 5.00% | | 5.00% | | 5.00% |
| c Other costs | | 2.00% | | 2.00% | | 2.00% | | 2.00% | | 2.00% |

d Changes in the Fleet Establishment will impact upon these estimates.

e Accelerated Savings have been crystallised into estimated 2017/18 base.

f Transport costs have been assessed and reflected using one of the following methodologies:-

- i Actual 2016/17 expenditure
- ii Forecasted 2016/17 expenditure
- iii Estimate based on average of actual 2015/16 and forecasted 2016/17 expenditure

| 4. Supplies and Services | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Inflation | Inflation | Inflation | Inflation | Inflation |
| a All categories | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |

b Accelerated Savings have been crystallised into estimated 2017/18 base.

c Supplies and Services costs have been assessed and reflected using one of the following methodologies:-

- i Actual 2016/17 expenditure
- ii Forecasted 2016/17 expenditure
- iii Estimate based on average of actual 2015/16 and forecasted 2016/17 expenditure

d The Investment Plan of £6m has been relected at this time in this area.

e £1.5m funding for MASH, which established in 2015/16 is continued recurrently throughout the plan.

| 5. Income | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------------------|-----------|-----------|-----------|-----------|-----------|
| | Inflation | Inflation | Inflation | Inflation | Inflation |
| a All categories | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |

b Grants are assumed to be maintained at 2016/17 levels, and have not been increased for inflationary growth.

c Income has been assessed and reflected using one of the following methodologies:-

- i Actual 2016/17 expenditure
- ii Forecasted 2016/17 expenditure
- iii Estimate based on average of actual 2015/16 and forecasted 2016/17 expenditure

| 6. Funding | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|----------------------|-----------|-----------|-----------|-----------|-----------|
| | Inflation | Inflation | Inflation | Inflation | Inflation |
| a Central Government | -2.00% | -2.00% | -2.00% | -2.00% | -2.00% |
| b Council Tax Base | 0.84% | 0.84% | 0.84% | 0.84% | 0.84% |
| c Council Tax Growth | 3.99% | 3.99% | 3.99% | 3.99% | 3.99% |

d Assumption of £2m cut per annum between 2017/18 and 2019/20 as an impact of the Funding Formula Revision.

7. PCC Budget

a The net budget, for the purposes of this model, have been increased each year by 2% to reflect the impact of inflation.

b The base figure for 2016/17 is £2.629m and has been projected forward as follows:-

| 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------|---------|---------|---------|---------|
| £'000 | £'000 | £'000 | £'000 | £'000 |
| 2,743 | 2,792 | 2,844 | 2,897 | 2,950 |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
Budget Developments

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---|------------------|----------------|------------------|------------------|------------------|
| | £ | £ | £ | £ | £ |
| 1. Establishments | | | | | |
| a Adjustment to number of Bank Holiday days | (120,000) | (120,000) | | | |
| b Apprenticeship Levy | 368,615 | | | | |
| c Holiday Pay Top Up | 208,000 | | | | |
| 2. Premises | | | | | |
| a Property Rental (Alway) | 6,000 | | | | |
| b Contract Cleaning | 18,000 | | | | |
| c Rented Property insurances | | (4,000) | | | |
| 3. Transport | | | | | |
| a Casual Mileage (PNB Rate change) | (5,000) | | | | |
| 4. Supplies and Services | | | | | |
| a CAID NPCC Contribution | 3,000 | | | | |
| b Regional Crimestoppers Manager | 10,000 | | | | |
| c ICCE and Prison Recalls Service Charges | 36,000 | | | | |
| d Telephone investigation costs (GRIDCOP) | 5,000 | | | | |
| e Cyber Server maintenance | 2,000 | | | | |
| f Lawson Licencing | (91,000) | | | | |
| g BTCC Developments | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| h FIRMS Project - recurrent system costs | 184,000 | 178,000 | 55,000 | (45,000) | |
| i Body Armour Replacement | | | 1,000,000 | (1,000,000) | |
| j Taser Replacement | | | | 200,000 | (200,000) |
| 5. Known Emerging Pressures | | | | | |
| a Investment Plan | 6,000,000 | | | | |
| 6. Total | 6,724,615 | 154,000 | 1,155,000 | (745,000) | (100,000) |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
Medium Term Financial Projection
Subjective Analysis

| Description | Budget 2015/16 | Budget 2016/17 | Estimate 2017/18 | Growth 2017/18 | Inflation 2017/18 | Bid 2017/18 |
|---|--------------------|--------------------|---------------------|-------------------|----------------------|--------------------|
| 1 Police Officers | 65,490,182 | 65,629,454 | 63,101,922 | 150,000 | 708,400 | 63,960,322 |
| 2 Police Staff | 22,927,778 | 22,879,850 | 20,056,285 | 58,000 | 203,375 | 20,317,660 |
| 3 PCSO | 5,662,451 | 6,115,640 | 4,535,575 | 0 | 44,327 | 4,579,902 |
| 4 Police Officer Overtime | 2,716,150 | 2,642,632 | 2,642,632 | (120,000) | 15,415 | 2,538,047 |
| 5 Police Staff Overtime | 283,324 | 243,275 | 243,275 | 0 | 1,419 | 244,694 |
| 6 PCSO Overtime | 405 | 0 | 0 | 0 | 0 | 0 |
| 7 Other Employee Costs | 162,044 | 168,641 | 207,688 | 0 | 4,154 | 211,842 |
| 8 Temporary and Agency Costs | 772,030 | 234,256 | 176,149 | 0 | 0 | 176,149 |
| 9 Injury and Ill Health Costs | 1,609,988 | 2,109,711 | 2,611,813 | 0 | 0 | 2,611,813 |
| 10 Restructure, Training and Conference Costs | 439,466 | 373,453 | 260,598 | 368,615 | 5,212 | 634,425 |
| 11 Premises Related Expenses | 6,004,195 | 5,702,885 | 5,280,338 | 24,000 | 130,168 | 5,434,506 |
| 12 Transport Related Expenses | 3,679,746 | 3,193,500 | 2,525,240 | (5,000) | 50,524 | 2,570,764 |
| 13 Supplies and Services | 20,592,145 | 18,885,019 | 17,510,865 | 6,249,000 | 311,467 | 24,071,332 |
| 14 Third Party Payments | 883,044 | 883,044 | 808,044 | 0 | 0 | 808,044 |
| 15 Capital Financing | 1,686,797 | 997,881 | 861,057 | 0 | 0 | 861,057 |
| 16 Gross Revenue Expenditure | 132,909,745 | 130,059,241 | 120,821,481 | 6,724,615 | 1,474,461 | 129,020,557 |
| 17 Reserves | (2,345,899) | 1,054,495 | 576,821 | 0 | 0 | 576,821 |
| 18 Other Income | (5,028,678) | (4,499,630) | (2,163,048) | 0 | 0 | (2,163,048) |
| 19 Grant Income | (7,761,621) | (7,074,833) | (7,175,977) | 0 | 0 | (7,175,977) |
| 20 Net Revenue Expenditure | 117,773,547 | 119,539,273 | 112,059,277 | 6,724,615 | 1,474,461 | 120,258,353 |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
2016/17 Revenue Budget - Gwent Police Group
Performance to 30th September 2016

| | Initial Annual Budget £'000s | Revised Annual Budget £'000s | Budget to Date £'000s | Expenditure to Date £'000s | Variance to Date £'000s | Forecast Outturn £'000s |
|---|---------------------------------------|---------------------------------------|-----------------------------|----------------------------------|-------------------------------|-------------------------------|
| Expenditure | | | | | | |
| 1 Police Officer Salaries and Allowances | 65,812 | 64,222 | 31,729 | 29,863 | 1,867 | 2,503 |
| 2 Police Staff Salaries and Allowances | 22,937 | 22,110 | 10,813 | 11,476 | (663) | (132) |
| 3 PCSO Salaries and Allowances | 5,324 | 5,264 | 2,481 | 2,082 | 399 | 1,145 |
| 4 Police Officer Overtime and Enhancements | 2,036 | 2,114 | 683 | 790 | (107) | 190 |
| 5 Police Staff Overtime and Enhancements | 1,224 | 1,234 | 483 | 388 | 95 | 200 |
| 6 PCSO Overtime and Enhancements | 791 | 791 | 313 | 192 | 121 | 250 |
| 7 Other Employee Related Costs | 2,652 | 2,663 | 1,366 | 1,612 | (246) | (2,383) |
| 8 Premises Costs | 5,703 | 5,752 | 3,097 | 2,931 | 166 | 307 |
| 9 Transport Costs | 3,194 | 3,202 | 1,263 | 1,114 | 150 | 546 |
| 10 Supplies and Services | 19,136 | 19,820 | 7,761 | 7,458 | 303 | 920 |
| 11 Major Incident Schemes | 379 | 379 | 159 | 159 | 0 | 0 |
| 12 Proactive Operational Initiatives | 228 | 228 | 28 | 28 | (0) | 80 |
| 13 Contribution to Police Computer Co. | 883 | 883 | 789 | 789 | 0 | 80 |
| 14 Capital Charges | 500 | 500 | 145 | 147 | (2) | (2,963) |
| | 130,798 | 129,162 | 61,112 | 59,029 | 2,083 | 742 |
| Other Approved Revenue Requirements | | | | | | |
| 15 Development Reserve | 150 | 109 | 0 | 0 | 0 | 109 |
| 16 Identified Recurring Savings | (1,387) | 1,162 | 0 | 0 | 0 | 1,162 |
| | (1,237) | 1,271 | 0 | 0 | 0 | 1,271 |
| Income | | | | | | |
| 17 Investment Income | (252) | (252) | (121) | (128) | 7 | 10 |
| 18 Other Income | (11,322) | (12,076) | (4,490) | (4,645) | 156 | 138 |
| | (11,574) | (12,329) | (4,611) | (4,774) | 163 | 148 |
| 19 Net Expenditure Before Transfers | 117,987 | 118,105 | 56,501 | 54,255 | 2,246 | 2,162 |
| Transfers | | | | | | |
| 20 To Earmarked Reserves (Pre-Approved) | 3,553 | 3,582 | 29 | 29 | 0 | 0 |
| 21 Revenue Contribution to Capital Programme | 498 | 498 | 0 | 0 | 0 | 0 |
| | 4,051 | 4,080 | 29 | 29 | 0 | 0 |
| 22 Net Expenditure Including Transfers | 122,038 | 122,185 | 56,530 | 54,284 | 2,246 | 2,162 |
| 23 Funded By: | | | | | | |
| 24 Revenue Support Grant | (21,044) | (21,044) | (11,328) | (11,328) | 0 | 0 |
| 25 National Non-Domestic Rates | (9,063) | (9,063) | (4,879) | (4,879) | 0 | 0 |
| 26 Police Grant | (42,393) | (42,393) | (21,197) | (21,197) | 0 | 0 |
| 27 Council Tax | (47,039) | (47,039) | (23,519) | (23,519) | 0 | 0 |
| 28 Specific Grant Income | 0 | 0 | 0 | 0 | 0 | 0 |
| 29 Use of General Reserves | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 Use of Earmarked Reserves | (2,499) | (2,646) | (2,646) | (2,646) | 0 | (834) |
| 31 Provision Release | 0 | 0 | (79) | (79) | 0 | 438 |
| 32 Total Funding | (122,038) | (122,185) | (63,647) | (63,647) | 0 | (396) |
| 33 (Over)/Underspend | - | - | (7,117) | (9,362) | 2,246 | 1,766 |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Financial Projections - 2017/18 to 2021/22
2016/17 Capital Programme
Budget as at 30th September 2016

| 2016/17 Programme | | | | |
|---|---------------------------------------|---------------------------------------|----------------------------------|--------------------------------|
| EXPENDITURE | Initial Annual Budget £'000s | Revised Annual Budget £'000s | Expenditure To Date £'000s | Remaining Budget £'000's |
| Estates Schemes : | | | | |
| 1 Estates Schemes including Minor Works | 500 | 500 | 4 | 496 |
| 2 Replacement of HQ | 0 | 0 | 0 | 0 |
| 3 Decommissioning of HQ | 0 | 0 | 0 | 0 |
| 4 Total Estates Schemes | 500 | 500 | 4 | 496 |
| 5 Vehicle Purchases | 786 | 786 | 75 | 711 |
| 6 Vehicle Purchases | 786 | 786 | 75 | 711 |
| 7 Information Systems : | | | | |
| 8 Disaster Recovery | 0 | 415 | 0 | 415 |
| 9 Command & Control | 0 | 263 | 142 | 121 |
| 10 VOIP | 0 | 364 | 364 | 0 |
| 11 Enterprise Resource Planning System | 2,487 | 632 | 0 | 632 |
| 12 Other IS Schemes | 305 | 542 | 55 | 487 |
| 13 Information Systems | 2,792 | 2,216 | 561 | 1,655 |
| 14 Force Projects : | | | | |
| 15 Fusion/Mobile Data | 0 | 1,500 | 0 | 1,500 |
| 16 Other BTCG Projects / Schemes | 200 | 200 | 94 | 106 |
| 17 Total Force Projects | 200 | 1,700 | 94 | 1,606 |
| 18 Overall Totals | 4,278 | 5,202 | 734 | 4,468 |

| FUNDING OF PROGRAMME | Initial Annual Budget £'000s | Revised Annual Budget £'000s | Received in the Year £'000s |
|--|---------------------------------------|---------------------------------------|--------------------------------------|
| 19 Capital Grants | 526 | 526 | |
| 20 Supported Borrowing | | | |
| 21 Use of Capital Reserves | 3,254 | 4,178 | |
| 22 Revenue Contributions to Capital | 498 | 498 | |
| 23 Partnership Organisations - Capital | | | |
| 24 Receipt from sale of premises | | | |
| 25 Loans / Use of Revenue Funding | | | |
| 26 Home Office - Innovation Grant | | | |
| 27 Total Funds Available | 4,278 | 5,202 | 0 |
| 28 Shortfall/(Surplus) in Funding | 0 | 0 | |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2017/18 to 2021/22
Reserves and Committed Funds Position 2016/17

| | Closing Balance 15/16 £'000 | In £'000 | Out £'000 | Forecast Closing Balance 16/17 £'000 | In £'000 | Out £'000 | Forecast Closing Balance 17/18 £'000 | In £'000 | Out £'000 | Forecast Closing Balance 18/19 £'000 | In £'000 | Out £'000 | Forecast Closing Balance 19/20 £'000 | In £'000 | Out £'000 | Forecast Closing Balance 20/21 £'000 |
|---|--------------------------------------|--------------|-----------------|--|--------------|----------------|--|--------------|-----------------|--|--------------|-----------------|--|--------------|----------------|--|
| REVENUE RESERVES AND COMMITTED FUNDS | | | | | | | | | | | | | | | | |
| A Statutory Reserves | | | | | | | | | | | | | | | | |
| 1 | 4,000 | 0 | 0 | 4,000 | 0 | 0 | 4,000 | 0 | 0 | 4,000 | 0 | 0 | 4,000 | 0 | 0 | 4,000 |
| 2 | 4,379 | 0 | 0 | 4,379 | 0 | 0 | 4,379 | 0 | (3,491) | 888 | 0 | (888) | 0 | 0 | 0 | 0 |
| Sub Total | 8,379 | 0 | 0 | 8,379 | 0 | 0 | 8,379 | 0 | (3,491) | 4,888 | 0 | (888) | 4,000 | 0 | 0 | 4,000 |
| B Committed Earmarked Funds | | | | | | | | | | | | | | | | |
| 1 | 11,547 | 1,920 | (1,672) | 11,795 | 1,892 | (1,716) | 11,971 | 1,864 | (1,761) | 12,074 | 1,836 | (1,807) | 12,103 | 1,810 | (1,855) | 12,058 |
| 2 | | | | | | | | | | | | | | | | |
| a | 0 | 582 | 0 | 582 | 526 | 0 | 1,108 | 526 | 0 | 1,634 | 526 | 0 | 2,160 | 526 | 0 | 2,686 |
| b | 0 | 1,626 | 0 | 1,626 | 0 | 0 | 1,626 | 0 | 0 | 1,626 | 0 | 0 | 1,626 | 0 | 0 | 1,626 |
| c | 0 | 498 | 0 | 498 | 498 | 0 | 996 | 498 | 0 | 1,494 | 498 | 0 | 1,992 | 498 | 0 | 2,490 |
| d | | | | | | | | | | | | | | | | |
| i | 14,719 | 1,161 | 0 | 15,880 | 0 | (500) | 15,380 | 0 | (6,000) | 9,380 | 0 | (8,000) | 1,380 | 0 | (1,500) | (120) |
| ii | 181 | 0 | 0 | 181 | 0 | 0 | 181 | 0 | 0 | 181 | 0 | 0 | 181 | 0 | 0 | 181 |
| iii | 0 | 0 | (500) | (500) | 0 | (500) | (1,000) | 0 | (500) | (1,500) | 0 | (500) | (2,000) | 0 | (500) | (2,500) |
| iv | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| e | 0 | 0 | (786) | (786) | 0 | (1,350) | (2,136) | 0 | (910) | (3,046) | 0 | (2,240) | (5,286) | 0 | (1,405) | (6,691) |
| f | 0 | 0 | (3,716) | (3,716) | 0 | (4,612) | (8,328) | 0 | (3,150) | (11,478) | 0 | (2,150) | (13,628) | 0 | (1,650) | (15,278) |
| g | 0 | 0 | (200) | (200) | 0 | (200) | (400) | 0 | (200) | (600) | 0 | (200) | (800) | 0 | (200) | (1,000) |
| 3 | | | | | | | | | | | | | | | | |
| a | 1,654 | 0 | (100) | 1,554 | 0 | (100) | 1,454 | 0 | 0 | 1,454 | 0 | 0 | 1,454 | 0 | 0 | 1,454 |
| b | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| i | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ii | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | | | | | | | | | | | | | | | | |
| a | 149 | 0 | 0 | 149 | 0 | 0 | 149 | 0 | 0 | 149 | 0 | 0 | 149 | 0 | 0 | 149 |
| b | 372 | 0 | 0 | 372 | 0 | 0 | 372 | 0 | 0 | 372 | 0 | 0 | 372 | 0 | 0 | 372 |
| c | 220 | 0 | 0 | 220 | 0 | 0 | 220 | 0 | 0 | 220 | 0 | 0 | 220 | 0 | 0 | 220 |
| d | 310 | 150 | (150) | 310 | 150 | (150) | 310 | 150 | (150) | 310 | 150 | (150) | 310 | 150 | (150) | 310 |
| e | 603 | 0 | 0 | 603 | 0 | 0 | 603 | 0 | 0 | 603 | 0 | 0 | 603 | 0 | 0 | 603 |
| Sub Total | 29,755 | 5,937 | (7,124) | 28,568 | 3,066 | (9,128) | 22,506 | 3,038 | (12,671) | 12,873 | 3,010 | (15,047) | 836 | 2,984 | (7,260) | (3,440) |
| C Uncommitted Earmarked Funds | | | | | | | | | | | | | | | | |
| 1 | 5,112 | 1,766 | 0 | 6,878 | 119 | 0 | 6,997 | 0 | 0 | 6,997 | 0 | 0 | 6,997 | 0 | 0 | 6,997 |
| 2 | 1,670 | 0 | 0 | 1,670 | 0 | 0 | 1,670 | 0 | 0 | 1,670 | 0 | 0 | 1,670 | 0 | 0 | 1,670 |
| 3 | 1,830 | 200 | 0 | 2,030 | 200 | 0 | 2,230 | 200 | 0 | 2,430 | 200 | (2,630) | 0 | 0 | 0 | 0 |
| Sub Total | 8,612 | 1,966 | 0 | 10,578 | 319 | 0 | 10,897 | 200 | 0 | 11,097 | 200 | (2,630) | 8,667 | 0 | 0 | 8,667 |
| TOTAL REVENUE RESERVES AND COMMITTED FUNDS | | | | | | | | | | | | | | | | |
| | 46,746 | 7,903 | (7,124) | 47,525 | 3,385 | (9,128) | 41,782 | 3,238 | (16,162) | 28,858 | 3,210 | (18,565) | 13,503 | 2,984 | (7,260) | 9,227 |
| CAPITAL RESERVES AND COMMITTED FUNDS | | | | | | | | | | | | | | | | |
| A Committed Earmarked Funds | | | | | | | | | | | | | | | | |
| 1 | 56 | 526 | (582) | 0 | 526 | (526) | 0 | 526 | (526) | 0 | 526 | (526) | 0 | 526 | (526) | 0 |
| 2 | 1,626 | 0 | (1,626) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | 1,161 | 0 | (1,161) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL CAPITAL RESERVES AND COMMITTED FUNDS | | | | | | | | | | | | | | | | |
| | 2,843 | 526 | (3,369) | 0 | 526 | (526) | 0 | 526 | (526) | 0 | 526 | (526) | 0 | 526 | (526) | 0 |
| TOTAL RESERVES AND COMMITTED FUNDS | | | | | | | | | | | | | | | | |
| | 49,589 | 8,429 | (10,493) | 47,525 | 3,911 | (9,654) | 41,782 | 3,764 | (16,688) | 28,858 | 3,736 | (19,091) | 13,503 | 3,510 | (7,786) | 9,227 |

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2017/18 to 2021/22
Capital Programme 2017/18 to 2021/22

| | | 2016/17 £'000s | 2017/18 £'000s | 2018/19 £'000s | 2019/20 £'000s | 2020/21 £'000s | 2021/22 £'000s |
|-----------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| A | Estate | | | | | | |
| 1 | Regular Capital Maintenance | 500 | 500 | 500 | 500 | 500 | 500 |
| 2 | Replacement HQ | | 500 | 6,000 | 8,000 | 1,500 | |
| 3 | Decommissioning of Headquarters | | | | | | 1,000 |
| 4 | Total Estate | 500 | 1,000 | 6,500 | 8,500 | 2,000 | 1,500 |
| | | | | | | | |
| B | Vehicles | 786 | 1,350 | 910 | 2,240 | 1,405 | 1,500 |
| C | Information Systems | | | | | | |
| 1 | Fusion Project | 1,500 | 1,500 | 1,500 | 500 | | |
| 2 | FIRMS Project:- | | | | | | |
| 2a | Enterprise Resource Planning System | 632 | 862 | | | | |
| 2b | Resource Planning System | | 400 | | | | |
| 2c | Learning and Development System | | 200 | | | | |
| 3 | Disaster Recovery | 415 | | | | | |
| 4 | Voice Over Internet Protocol | 364 | | | | | |
| 5 | Command & Control | 263 | | | | | |
| 6 | PND Infrastructure | 160 | | | | | |
| 7 | Network Switches | 150 | 150 | 150 | 150 | 150 | 150 |
| 8 | Replacement SQL Server | 90 | | | | | |
| 9 | Checkpoint Firewall Infrastructure | 40 | | | | | |
| 10 | Citrix Servers (64 Bit) | 40 | | | | | |
| 11 | Replacement Servers | 37 | | | | | |
| 12 | ICT Development Contingent Growth | 25 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| 19 | Total Information Systems | 3,716 | 4,612 | 3,150 | 2,150 | 1,650 | 1,650 |
| | | | | | | | |
| D | Other BTCG Projects / Schemes | 200 | 200 | 200 | 200 | 200 | 200 |
| | | | | | | | |
| E | Total Programme | 5,202 | 7,162 | 10,760 | 13,090 | 5,255 | 4,850 |
| F | Funding | | | | | | |
| 1 | Capital Grant | 526 | 526 | 526 | 526 | 526 | 526 |
| 2 | Revenue Contribution to Capital | 498 | 498 | 498 | 498 | 498 | 498 |
| 3 | Funding from Reserves | 4,178 | 6,138 | 9,736 | 12,066 | 4,231 | 2,326 |
| 4 | Capital Asset Disposal | 0 | 0 | 0 | 0 | 0 | 1,500 |
| 5 | Total Funding | 5,202 | 7,162 | 10,760 | 13,090 | 5,255 | 4,850 |
| | | | | | | | |
| H | Surplus Funds | 0 | 0 | 0 | 0 | 0 | 0 |

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SUBJECT: GWENT POLICE AND CRIME PANEL RECORDED COMPLAINTS AND CONDUCT MATTERS REGISTER

DATE: 9TH DECEMBER 2016

1. PURPOSE OF REPORT

- 1.1 This report provides Members of the Panel with an overview of the complaints received by the Panel for the period from November 2015 to November 2016.

2. LINKS TO STRATEGY

- 2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel within each police force area to support and challenge the local Police and Crime Commissioner. The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011 provides the legislative background to the handling of complaints by the Panel and the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012 also provides procedural requirements for the Panel.

3. BACKGROUND

- 3.1 The Gwent Police and Crime Panel ("the Panel") was established in November 2012 following the first elections for Police and Crime Commissioners. The Panel has statutory responsibilities as to the handling and determination of certain complaints made against the PCC and DPCC. The Panel agreed its procedure for the handling of complaints on 15th February 2013.
- 3.2 Under this procedure the Panel has delegated its functions to the Head of Legal and Governance at Caerphilly County Borough Council (the Gwent Police and Crime Panel's Host Authority) who must consult with the Chair and Vice Chair and the two co-opted members of the Gwent Police and Crime Panel in determining type of complaints received and the strategy for managing complaints for local resolution and the Panel's final resolution of complaints. The Chief of Staff of the Gwent Police and Crime Commissioner's Office is consulted on the strategy for determining whether complaints are considered by the Panel or referred to the Independent Police Complaints Commission (IPCC) or a third party.
- 3.3 As part of the procedure, the Panel also agreed a protocol for managing complaints to ensure that complaints received are dealt with in a timely fashion, correctly identified as being complaints which fall to the Gwent Police and Crime Panel for action and other complaints, for example, about the PCC's staff or Gwent Police are directed as appropriate.

4. COMPLAINTS DATA

4.1 The total number of complaints for the period from November 2015 to November 2016 is 5.

4.2 There are three categories of complaints with the corresponding outcomes;

- A Complaint - a general complaint about the PCC or DPCC that is not a Conduct Matter or a Serious Complaint, or is a complaint that ceases to be investigated by the Independent Police Complaints Commission or a police force. The Panel is responsible for the informal resolution of these complaints.
- A Conduct Matter - a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct matters can arise without a Complaint being made (for example, press stories). The Gwent Police and Crime Panel must notify the IPCC of Conduct Matters. The IPCC are responsible for considering all Conduct matters.
- A Serious Complaint - a complaint about the conduct of the PCC or DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. The Gwent Police and Crime Panel must notify the IPCC of Serious Complaints. The IPCC are responsible for considering all Serious Complaints.

4.3 The breakdown of the complaints is as follows;

| Type | No of Complaints | % of Complaints |
|----------------|------------------|-----------------|
| Complaints | 4 | 80% |
| Conduct matter | 1 | 20% |

4.4 The complaints received since December 2015 was from five individual complainants and the outcome of these complaints is as follows;

| | No of Complaints | % of Complaints |
|-------------------------------|------------------|-----------------|
| Referred to IPCC | 1 | 20% |
| No further action | 3 | 60% |
| Further information requested | 1 | 20% |

4.5 There have been no trends identified or areas of concern for consideration by the Panel and monitoring will continue. Other correspondence has also been received during the past year with complaints against the Police and this is always referred appropriately. This is consistent with other Police and Crime Panels across Wales.

4.6 The Panel's website includes a section on Complaints and this was made more accessible for users to ensure that any appropriate complaints are received. Panel Members are asked to view and comment on the content of the website (www.gwentpcp.org.uk) in relation to Complaints and suggest any further improvements that can be made. There are some examples of other Police and Crime Panels using a complaints form to assist complainants when submitting complaints and ensure that the complaint is appropriate.

5. FINANCIAL IMPLICATIONS

5.1 This handling of complaints is funded using the existing resources within the Home Office Grant.

6. EQUALITIES IMPLICATIONS

- 6.1 Monitoring of complaints by the Panel addresses the statutory duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 as any specific complaints to the Panel around alleged discrimination can be considered as well as the monitoring of complaints from people who fall under the categories protected by the Equality Act 2010.

7. CONSULTATION

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

8. RECOMMENDATION

- 8.1 The Panel:
- a. Note the information provided in relation to Complaints,
 - b. Consider whether the website content in relation to Complaints needs to be amended further
 - c. Determine if a complaints form be developed in line with other Police and Crime Panels.

9. REASONS FOR THE RECOMMENDATIONS

- 9.1 To comply further improve the operation of the Gwent Police and Crime Panel.

10. STATUTORY POWERS

- 10.1 Police Reform and Social Responsibility Act 2011.

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Appendices

Appendix 1: Recorded Complaints and Conduct Matters Register November 2015 - 2016

Background papers: Report Gwent Police and Crime Panel Recorded Complaints and Conduct Matters Register 11th December 2015

Gwent Police
and Crime Panel

Panel Heddlu
a Throseddu Gwent

RECORDED COMPLAINTS AND CONDUCT MATTERS REGISTER
(November 2015 – November 2016)

| No | Date of Receipt | Summary of Complaint | Complaint Category (Serious Complaint, Conduct Matter or Complaint) | Intended Action | Other Information |
|---------------|--------------------------------|--|---|--|--|
| 1. Page 56 | 23 rd December 2015 | Complaint against the PCC for misconduct in Public Office referred by IPCC. | 1. Conduct Matter 2. Complaint – informal resolution | 1. Referred to IPCC on 21/1/2015 IPCC found no evidence referred to PCP on 23/3/16 2. PCP found no evidence of misconduct, but process could have been more transparent. OPCC to ensure staff are fully involved in process in future - Take no further action | Chief Officer of OPCC informed 21/1/16 Response from OPCC on 12/5/16 Further information received on 8/6/16 and 13/6/16. Panel determination 14/7/16 Letter sent to complainant 7 th September 2016 |
| 2. | 21 st April 2016 | Complaint against the PCC for neglecting to disclose complete information/ evidence in a complaint against the CC. | Complaint | Members found no evidence of PCC to be misleading in provision of evidence. Panel members recommended that complainant considers local resolution with Gwent Police. No further Action. | Acknowledgement sent 28 April 2016. Letter sent to complainant 25 th July 2016 |

| | | | | | |
|-----------------|-------------------------------|--|------------|--|--|
| 3. | 13 th June 2016 | Complaint against the PCC relating to an order to remove campaigners from a Town Centre. | Complaint. | No Further Action | Members agreed with response that there was no evidence 31/8/16 Letter to Complainant 17 th September 2016 |
| 4. | 1 st July 2016 | Complaint against the PCC for failure to investigate a complaint in a fair and transparent manner | Complaint | Complete, Members agreed with previous determination from IPCC and consider that PCC dealt with appropriately. Members asked that an apology be given in respect of administrative error. No further action. | Acknowledgement sent 4/7/16. Referred to Panel for consideration 4 th July 2016. Response from OPCC 28/7/16 Members sought additional information 21/9/16. Letter to complainant sent 9/11/16 |
| 5 th | 2 nd November 2016 | Complaint that PCC has failed to deal with complaint against Gwent Police and the Chief Constable. | Complaint | Ongoing | Further information requested from the OPCC 4 th November 2016. Letter to Complainant 25 th November 2016. |

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GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2016/17

CONFIRMED DATES

27th January 2017 – 10am

- Precept
- Update on the Quality of Service Review
- Treasury Management Strategy
- Treasury Management 6 Monthly Update Report

17th March 2017 – 10am

16th June 2017 – 10am

15th September 2017 – 10am

22nd December 2017 10am

Date to be Confirmed

- Criminal Justice (Comprehensive Review)
- Outcome of Quality of Service Review

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