

**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Financial Projections 2017/18 to 2021/22**  
**At 27th January 2017**  
**Impact of Incremental Precept Changes**

Assumption						
Base Growth (Estimated)	Precept Growth	Base Growth (Provisional)	Precept Growth	Total Growth	Increase / (Decrease)	
%	%	£	£	£	£	
1.10%	5.00%	519,393	2,377,247	2,896,640	479,772	
1.10%	4.50%	519,393	2,139,522	2,658,915	242,047	
1.10%	4.00%	519,393	1,901,797	2,421,190	4,322	
1.10%	3.99%	519,393	1,897,475	2,416,868	0	
1.10%	3.50%	519,393	1,664,073	2,183,466	(233,402)	
1.10%	3.25%	519,393	1,545,210	2,064,603	(352,265)	
1.10%	3.00%	519,393	1,426,348	1,945,741	(471,127)	
1.10%	2.99%	519,393	1,422,026	1,941,419	(475,449)	
1.10%	2.75%	519,393	1,307,486	1,826,879	(589,989)	
1.10%	2.66%	519,393	1,264,263	1,783,656	(633,212)	
1.10%	2.50%	519,393	1,188,623	1,708,016	(708,852)	
1.10%	2.25%	519,393	1,069,761	1,589,154	(827,714)	
1.10%	2.00%	519,393	950,899	1,470,292	(946,576)	
1.10%	1.75%	519,393	832,036	1,351,429	(1,065,439)	
1.10%	1.50%	519,393	713,174	1,232,567	(1,184,301)	
1.10%	1.25%	519,393	594,311	1,113,704	(1,303,164)	
1.10%	1.00%	519,393	475,449	994,842	(1,422,026)	
1.10%	0.75%	519,393	356,587	875,980	(1,540,888)	
1.10%	0.50%	519,393	237,724	757,117	(1,659,751)	
1.10%	0.25%	519,393	118,862	638,255	(1,778,613)	
1.10%	0.00%	519,393	0	519,393	(1,897,475)	

**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	1,936	2,133	2,165	2,197
2 Non-Staff Inflation	388	526	563	583	618	616
3 Apprenticeship Levy Scheme	-	369	-	-	-	-
4 In Service Pressures / Developments	6,059	6,805	(1,846)	1,155	(745)	(100)
5 Accelerated Staying Ahead Savings	(6,053)	(7,480)	(96)	(60)	(60)	(60)
6 Unavoidable Cost Increases	1,765	1,168	557	3,810	1,977	2,653
7 Gross Budget Movement	1,765	1,168	557	3,810	1,977	2,653
8 Recurring Base Budget Brought Forward	117,774	119,539	120,707	121,265	125,075	127,052
9 Projected Budgetary Requirement	119,539	120,707	121,265	125,075	127,052	129,705
10 % Increase on Previous Years Base Budget	1.50%	0.98%	0.46%	3.14%	1.58%	2.09%
<b>11 Funding</b>						
12 Central Government Funding						
13 Police Grant	(42,393)	(40,904)	(38,086)	(35,324)	(32,618)	(31,965)
14 Revenue Support Grant	(21,044)	(20,748)	(20,333)	(19,926)	(19,528)	(19,137)
15 National Non-Domestic Rates	(9,063)	(9,835)	(9,638)	(9,446)	(9,257)	(9,071)
16 Total Central Government Funding	(72,501)	(71,487)	(68,057)	(64,696)	(61,402)	(60,174)
17 Council Tax	(47,039)	(49,455)	(51,943)	(54,557)	(57,300)	(60,182)
18 Total Funding	(119,539)	(120,942)	(120,000)	(119,252)	(118,702)	(120,356)
<b>19 Projected Recurring Deficit / (Surplus) Before Efficiencies</b>	-	(235)	1,265	5,822	8,351	9,349
<b>20 Efficiencies</b>						
21 Future Year Staying Ahead Scheme Savings	-	-	(1,282)	(5,807)	(8,332)	(9,357)
<b>22 Reserve Utilisation</b>	-	-	-	-	-	-
<b>23 Projected Recurring Deficit / (Surplus) After Efficiencies &amp; Reserve Utilisation</b>	-	(235)	(17)	15	19	(8)

**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								
a Police Officers	1,236.00	1.00%	1,236.00	1.50%	1,195.00	1.50%	1,165.00	1.50%	1,165.00	1.50%
b Police Staff	597.00	1.00%	597.00	1.50%	572.00	1.50%	547.00	1.50%	547.00	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								
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 Corporate Financing of Ystrad Mynach PFI Scheme assumed to be rescheduled in 2018/19.

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								
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 Inflation	2018/19 Inflation	2019/20 Inflation	2020/21 Inflation	2021/22 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

**5. Income**

	2017/18 Inflation	2018/19 Inflation	2019/20 Inflation	2020/21 Inflation	2021/22 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 Impact	2018/19 Impact	2019/20 Impact	2020/21 Impact	2021/22 Impact
a Central Government	-1.40%	-2.00%	-2.00%	-2.00%	-2.00%
b Council Tax Base	1.10%	1.00%	1.00%	1.00%	1.00%
c Council Tax Growth	3.99%	3.99%	3.99%	3.99%	3.99%

d Assumption of £2m cut per annum between 2018/19 and 2020/21 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 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
	2,743	2,792	2,844	2,897	2,950

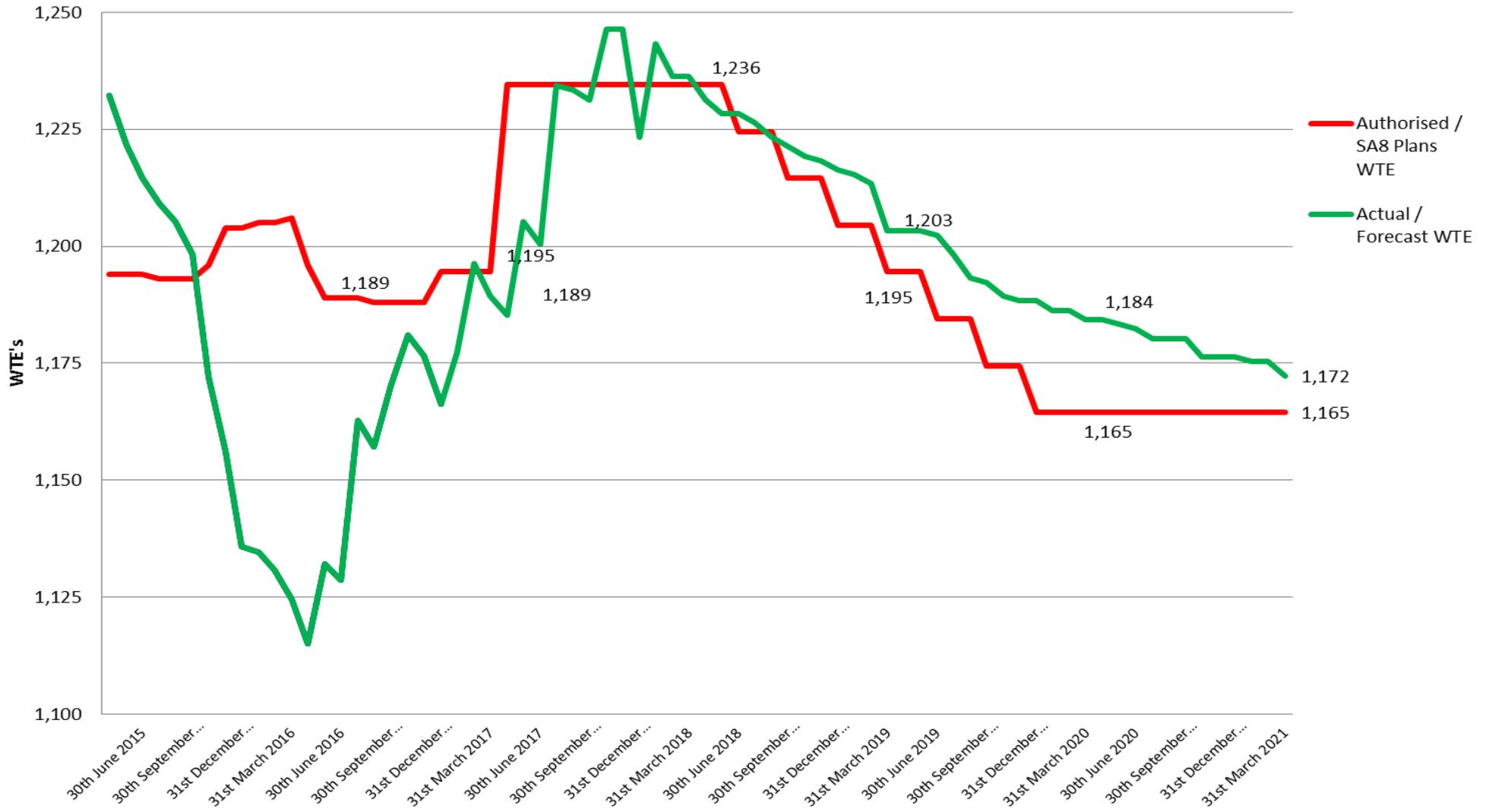
**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Financial Projections - 2017/18 to 2021/22**  
**Service Pressures and Budget Developments**

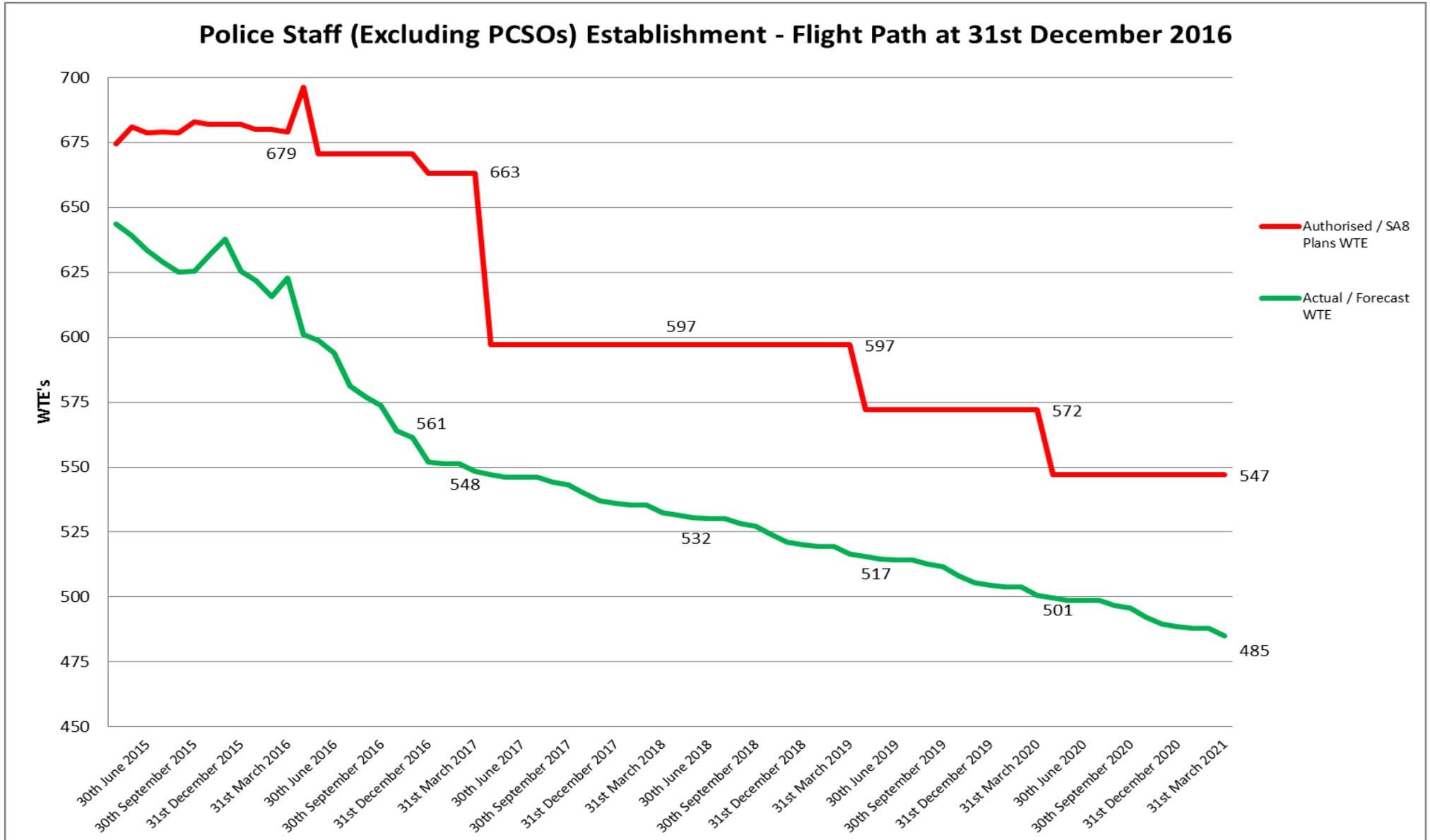
	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£
<b>1. Establishments</b>					
a Adjustment to number of Bank Holiday days	(120,000)	(120,000)			
b Apprenticeship Levy	368,615				
c Holiday Pay Top Up	208,000				
d Local Government Pension Scheme - Past Service Deficit	2,000,000	(2,000,000)			
<b>2. Premises</b>					
a Property Rental (Alway)	6,000				
b Contract Cleaning	18,000				
c Rented Property insurances		(4,000)			
<b>3. Transport</b>					
a Casual Mileage (PNB Rate change)	(5,000)				
<b>4. Supplies and Services</b>					
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	5,000				
e Cyber Server maintenance	2,000				
f Support System Licencing	(91,000)				
g BTCTG 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)
k Revenue Contribution to Capital	76,783				
<b>5. Known Emerging Pressures</b>					
a Proactive Capabilities / Training	1,684,660				
b Hidden Crime / Protecting Vulnerable People / Modern Slavery	706,589				
c Tackling Cyber Criminality	500,576				
d Investment in People and Talent Management	265,350				
e Mental Health Training	240,000				
f FPOC Triage Service	400,000				
g Welsh Language Standards Implementation/Maintenance	200,000				
h Public Confidence Research	24,850				
i Street to Suite Custody Process	350,000				
<b>6. Total</b>	<b>7,173,423</b>	<b>(1,846,000)</b>	<b>1,155,000</b>	<b>(745,000)</b>	<b>(100,000)</b>

**Police and Crime Commissioner for Gwent / Heddlu Gwent Police**  
**Medium Term Revenue Projections 2017/18 to 2021/22**  
**Staying Ahead Phase 8 Schemes 2018/19 to 2021/22 and Other Savings Initiatives**  
**at 27th January 2017**

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

### Police Officer Establishment - Flight Path at 31st December 2016





Police and Crime Commissioner for Gwent  
Establishment Summary as at 31st December 2016

Strategic Workstreams	Police Staff					Police Officers		
	Budgeted Wte	Actual (Incl Agency) Wte	Actual Wte	Agency Wte	Var (Excl Agency)	Officer Bud Wte	Officer Act Wte	Variance Under/(Over)
<b>Police And Crime Commissioner Controlled Establishments</b>								
Office Of Police And Crime Commissioner	14.8	17.4	17.4	0.0	(2.5)	0.0	0.0	0.0
Regional Drug Intervention Programme	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Police And Crime Commissioner Controlled Total :</b>	<b>14.8</b>	<b>17.4</b>	<b>17.4</b>	<b>0.0</b>	<b>(2.5)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Chief Constable Controlled Establishments</b>								
<b>Local Area Policing</b>								
<b>Local Policing Mgt Team</b>								
Local Policing Management Team	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Community Safety	0.0	4.3	4.3	0.0	(4.3)	0.0	1.0	(1.0)
Special Constabulary	0.0	1.0	1.0	0.0	(1.0)	0.0	0.0	0.0
Victim Services Hub	2.7	3.7	3.7	0.0	(1.0)	0.0	0.0	0.0
Community Support Officers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Intervention & Prevention	9.0	0.0	0.0	0.0	0.0	4.0	0.0	4.0
<b>Local Policing - West Management Team</b>								
Local Policing Area - West Management Team	5.1	4.6	4.6	0.0	0.5	4.0	3.0	1.0
<b>Neighbourhood Policing Resources - West</b>								
Neighbourhood Caerphilly North - Bargod	16.6	10.8	10.8	0.0	5.8	58.0	52.8	5.2
Neighbourhood Caerphilly North - Rhymney	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Caerphilly North - Ystrad Mynach	0.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0
Neighbourhood Caerphilly South - Bedwas	12.6	11.1	11.1	0.0	1.5	49.0	43.6	5.4
Neighbourhood Caerphilly South - Caerphilly	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Caerphilly Central - Blackwood	21.4	17.8	17.8	0.0	3.6	59.0	55.0	4.0
Neighbourhood Caerphilly Central - Risca	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Blaenau Gwent - Ebbw Vale	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Blaenau Gwent - Tredegar	0.0	0.0	0.0	0.0	0.0	41.0	40.3	0.7
Neighbourhood Blaenau Gwent - Brynmawr	31.2	26.3	26.3	0.0	4.9	41.0	39.3	1.7
Neighbourhood Blaenau Gwent - Abertillery	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Torfaen - Cwmbran	28.2	23.5	23.5	0.0	4.7	46.0	44.4	1.6
Neighbourhood Torfaen - Pontypool	1.0	1.0	1.0	0.0	0.0	47.0	40.4	6.6
Schools Community Officers - West	0.0	0.0	0.0	0.0	0.0	7.0	6.7	0.3
<b>Area Support - West</b>								
Area Functional Roles - West	0.0	3.6	3.6	0.0	(3.6)	7.0	8.0	(1.0)
Area Support - West	0.0	0.0	0.0	0.0	0.0	33.0	33.0	0.0
Youth Offending Teams - West	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
CID West - IOM	0.0	0.0	0.0	0.0	0.0	24.0	22.0	2.0
CID West - Intelligence	0.0	0.0	0.0	0.0	0.0	6.0	5.0	1.0
CID West - Proactive	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CID West - Public Protection	0.0	0.0	0.0	0.0	0.0	20.0	17.4	2.6
CID West - Reactive	0.0	0.0	0.0	0.0	0.0	51.0	44.9	6.1
<b>Local Policing - East Management Team</b>								
Local Policing Area - East Management Team	4.0	3.0	3.0	0.0	1.0	4.0	4.0	0.0
<b>Neighbourhood Policing Resources - East</b>								
Neighbourhood Monmouthshire North - Abergavenny	16.0	14.2	14.2	0.0	1.8	32.0	31.0	1.0
Neighbourhood Monmouthshire North - Monmouth	0.0	0.0	0.0	0.0	0.0	11.0	10.0	1.0
Neighbourhood Monmouthshire North - Usk	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Neighbourhood Monmouthshire South - Chepstow	12.3	8.3	8.3	0.0	4.0	32.0	30.5	1.5
Neighbourhood Monmouthshire South - Caldicot	0.0	0.0	0.0	0.0	0.0	1.0	0.8	0.3
Neighbourhood Newport City Centre - Central	25.5	17.0	17.0	0.0	8.5	40.0	38.2	1.8
Neighbourhood Newport East - Alway	21.5	17.4	17.4	0.0	4.1	42.0	40.1	1.9
Neighbourhood Newport East - Maindee	0.0	0.0	0.0	0.0	0.0	36.0	31.8	4.2
Neighbourhood Newport West - Bettws	18.0	12.0	12.0	0.0	6.0	42.0	38.3	3.7
Neighbourhood Newport West - Pill	0.0	0.0	0.0	0.0	0.0	33.0	29.0	4.0
Schools Community Officers - East	0.0	0.0	0.0	0.0	0.0	5.5	4.8	0.7
<b>Area Support - East</b>								
Area Functional Roles - East	0.0	1.0	1.0	0.0	(1.0)	7.0	7.8	(0.8)
Area Support - East	0.0	0.0	0.0	0.0	0.0	33.0	31.0	2.0
Youth Offending Teams - East	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
CID East - IOM	0.0	0.0	0.0	0.0	0.0	16.0	14.8	1.3
CID East - Public Protection	0.0	0.0	0.0	0.0	0.0	15.0	13.6	1.4
CID East - Intelligence	0.0	0.0	0.0	0.0	0.0	6.0	6.0	0.0
CID East - Proactive	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CID East - Reactive	0.0	0.0	0.0	0.0	0.0	39.0	34.0	5.0
	<b>225.2</b>	<b>180.7</b>	<b>180.7</b>	<b>0.0</b>	<b>35.5</b>	<b>903.5</b>	<b>833.3</b>	<b>70.2</b>
<b>Protective Services</b>								
<b>Protective Service Mgt Team</b>								
Protective Services Management Team	1.0	2.0	1.0	1.0	0.0	5.0	5.7	(0.7)
Diversity & Inclusion	1.0	0.0	0.0	0.0	1.0	1.0	0.0	1.0
<b>Operational Support</b>								
Operational Support - Management Team	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Dogs Section - East	0.0	0.0	0.0	0.0	0.0	5.0	5.0	0.0
Dogs Section - West	0.0	0.0	0.0	0.0	0.0	8.0	8.0	0.0
Force Communication Suite	138.1	130.3	126.3	4.0	11.8	31.0	38.4	(7.4)
Force Planning	3.4	3.4	3.4	0.0	(0.0)	4.0	4.0	0.0
Collision Investigation	1.6	0.6	0.6	0.0	1.0	4.0	5.0	(1.0)
Operational Training	3.0	3.0	3.0	0.0	0.0	2.0	3.0	(1.0)
<b>Crime Operations</b>								
Crime Operations - Management Team	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Technical Support Unit	2.0	1.0	1.0	0.0	1.0	1.0	2.0	(1.0)
Crime Syndicate 1	11.0	14.9	9.9	5.0	1.1	14.0	12.8	1.3
Crime Syndicate 2	0.0	1.0	1.0	0.0	(1.0)	12.0	8.0	4.0
Crime Syndicate 3	0.0	1.6	1.6	0.0	(1.6)	11.0	6.0	5.0
FIU & Cyber Crime	27.0	22.8	22.8	0.0	4.2	18.0	14.8	3.2
<b>Crime Support</b>								
Crime Support - Management Team	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Intelligence	0.0	0.0	0.0	0.0	0.0	4.0	1.0	3.0
Dedicated Source Unit	2.4	2.0	2.0	0.0	0.4	7.0	7.0	0.0
Special Branch	1.0	2.8	2.8	0.0	(1.8)	6.0	5.0	1.0
PPU MASH	24.8	23.6	22.6	1.0	2.2	13.0	17.6	(4.6)
	<b>217.3</b>	<b>209.1</b>	<b>198.1</b>	<b>11.0</b>	<b>19.2</b>	<b>148.0</b>	<b>145.2</b>	<b>2.8</b>
<b>Criminal Justice Department</b>								
Admin Of Justice	48.5	33.5	33.5	0.0	15.0	0.0	0.0	0.0
File Quality	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Police Prosecutions Team	0.0	0.0	0.0	0.0	0.0	4.0	5.0	(1.0)
Information And Data Management	33.7	30.3	28.3	2.0	5.4	0.0	2.0	(2.0)
Information And Data Management - DBS	13.6	8.5	8.5	0.0	5.1	0.0	0.0	0.0
Custody Unit	35.0	40.0	32.0	8.0	3.0	16.0	18.0	(2.0)
	<b>130.8</b>	<b>112.3</b>	<b>102.3</b>	<b>10.0</b>	<b>28.5</b>	<b>20.0</b>	<b>25.0</b>	<b>(5.0)</b>
<b>Business Support</b>								
Estates	15.4	9.3	9.3	0.0	6.1	0.0	0.0	0.0
Finance	16.7	14.8	10.8	4.0	5.9	0.0	0.0	0.0
Fleet	12.3	12.0	10.0	2.0	2.3	0.0	0.0	0.0
Procurement	5.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0
Business Support	0.0	0.0	0.0	0.0	0.0	0.0	3.0	(3.0)
IRSC	16.9	16.0	12.0	4.0	4.9	0.0	0.0	0.0
Property Store Management	4.0	7.0	7.0	0.0	(3.0)	0.0	0.0	0.0
Information Security	2.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0
	<b>72.3</b>	<b>64.1</b>	<b>54.1</b>	<b>10.0</b>	<b>18.1</b>	<b>0.0</b>	<b>3.0</b>	
<b>Corporate / Service Development</b>								
ACPO	1.0	1.0	1.0	0.0	0.0	5.0	6.0	(1.0)
People Services	20.7	20.9	20.9	0.0	(0.3)	4.0	45.6	(41.6)
Service Development	45.3	37.8	36.8	1.0	8.5	11.0	9.8	1.2
Standards	7.3	7.1	6.1	1.0	1.2	13.0	13.0	0.0
Police Federation & Staff Associations	3.5	4.7	4.7	0.0	(1.2)	2.0	2.0	0.0
Legal Services	5.0	4.8	4.8	0.0	0.2	0.0	0.0	0.0
Corporate Comms	11.4	9.0	8.0	1.0	3.4	0.0	0.0	0.0
	<b>94.2</b>	<b>85.4</b>	<b>82.4</b>	<b>3.0</b>	<b>11.8</b>	<b>35.0</b>	<b>76.4</b>	<b>(41.4)</b>
<b>Collaborative &amp; Externally Funded:</b>								
Welsh Government Liaison Team	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
WITS	1.0	2.0	1.0	1.0	0.0	0.0	0.0	0.0
Local Resilience Forum	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Safety Camera	10.1	10.0	9.0	1.0	1.1	2.0	2.0	0.0
Breaking The Cycle	0.0	0.0	0.0	0.0	0.0	3.0	2.9	0.1
Collaboration - Niche	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
Collaboration - Fusion	0.0	0.0	0.0	0.0	0.0	5.0	5.0	0.0
All Wales Collaboration - Tarian	1.0	1.0	1.0	0.0	0.0	10.0	9.0	1.0
All Wales Collaboration Joint Firearms Unit	0.0	0.0	0.0	0.0	0.0	41.0	38.0	3.0
All Wales Collaboration Firearms Training	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
Collaboration - JSIU	62.5	29.9	28.9	1.0	33.6	1.0	1.0	0.0
Collaboration - Regional Prison Intell	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
Regional CTSA	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
WECTU CTIU/RART	0.0	0.0	0.0	0.0	0.0	10.0	11.0	(1.0)
Other Joint Funded / External Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate Projects	0.0	8.0	6.0	2.0	(6.0)	0.0	0.0	0.0
Seconded Officers	0.0	0.0	0.0	0.0	0.0	8.0	6.0	2.0
	<b>75.6</b>	<b>51.9</b>	<b>46.9</b>	<b>5.0</b>	<b>28.7</b>	<b>88.0</b>	<b>82.9</b>	<b>5.1</b>
<b>Force Total</b>	<b>830.2</b>	<b></b>						

**Police and Crime Commissioner for Gwent  
2016/17 Revenue Budget - Gwent Police Group  
Performance to 30th November 2016**

	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Budget to Date £'000s	Expenditure to Date £'000s	Variance to Date £'000s	Forecast Outturn £'000s
<b>Expenditure</b>						
1 Police Officer Salaries and Allowances	65,812	64,174	42,341	40,072	2,269	2,361
2 Police Staff Salaries and Allowances	22,937	22,195	14,423	15,615	(1,192)	(219)
3 PCSO Salaries and Allowances	5,324	5,264	3,359	2,728	631	1,187
4 Police Officer Overtime and Enhancements	2,036	2,146	825	1,012	(187)	190
5 Police Staff Overtime and Enhancements	1,224	1,239	668	539	129	200
6 PCSO Overtime and Enhancements	791	791	438	266	172	250
7 Other Employee Related Costs	2,652	2,654	1,792	2,364	(572)	(2,648)
8 Premises Costs	5,703	5,752	3,711	3,475	235	390
9 Transport Costs	3,194	3,206	1,555	1,367	188	698
10 Supplies and Services	19,136	20,142	11,137	10,697	440	1,465
11 Major Incident Schemes	379	379	209	208	0	0
12 Proactive Operational Initiatives	228	228	71	71	0	80
13 Contribution to Police Computer Co.	883	883	803	803	0	80
14 Capital Charges	500	500	165	147	18	(2,963)
	<b>130,798</b>	<b>129,552</b>	<b>81,498</b>	<b>79,365</b>	<b>2,133</b>	<b>1,070</b>
<b>Other Approved Revenue Requirements</b>						
15 Development Reserve	150	109	0	0	0	109
16 Identified Recurring Savings	(1,387)	1,162	0	0	0	1,162
	<b>(1,237)</b>	<b>1,271</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,271</b>
<b>Income</b>						
17 Investment Income	(252)	(252)	(161)	(186)	25	25
18 Other Income	(11,322)	(12,289)	(7,098)	(7,185)	87	100
	<b>(11,574)</b>	<b>(12,542)</b>	<b>(7,259)</b>	<b>(7,371)</b>	<b>112</b>	<b>125</b>
<b>19 Net Expenditure Before Transfers</b>	<b>117,987</b>	<b>118,281</b>	<b>74,238</b>	<b>71,993</b>	<b>2,245</b>	<b>2,466</b>
<b>Transfers</b>						
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
	<b>4,051</b>	<b>4,080</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>0</b>
<b>22 Net Expenditure Including Transfers</b>	<b>122,038</b>	<b>122,362</b>	<b>74,267</b>	<b>72,022</b>	<b>2,245</b>	<b>2,466</b>
<b>23 Funded By:</b>						
24 Revenue Support Grant	(21,044)	(21,044)	(14,565)	(14,565)	0	0
25 National Non-Domestic Rates	(9,063)	(9,063)	(6,273)	(6,273)	0	0
26 Police Grant	(42,393)	(42,393)	(28,262)	(28,262)	0	0
27 Council Tax	(47,039)	(47,039)	(31,359)	(31,359)	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)	(2,823)	(2,823)	(2,823)	0	(834)
31 Provision Release	0	0	0	(438)	438	438
<b>32 Total Funding</b>	<b>(122,038)</b>	<b>(122,362)</b>	<b>(83,281)</b>	<b>(83,719)</b>	<b>438</b>	<b>(396)</b>
<b>33 (Over)/Underspend</b>	<b>-</b>	<b>-</b>	<b>(9,014)</b>	<b>(11,697)</b>	<b>2,683</b>	<b>2,071</b>

**Police and Crime Commissioner for Gwent  
2016/17 Capital Programme  
Budget as at 30th November 2016**

<b>EXPENDITURE</b>	<b>2016/17 Programme</b>			
	Initial Annual Budget £'000s	Revised Annual Budget £'000s	Expenditure To Date £'000s	Remaining Budget £'000's
<b>Estates Schemes :</b>				
1 Estates Schemes including Minor Works	500	500	27	473
2 Replacement of HQ	0	0	0	0
3 Decommissioning of HQ	0	0	0	0
<b>4 Total Estates Schemes</b>	<b>500</b>	<b>500</b>	<b>27</b>	<b>473</b>
5 Vehicle Purchases	786	786	87	699
<b>6 Vehicle Purchases</b>	<b>786</b>	<b>786</b>	<b>87</b>	<b>699</b>
<b>7 Information Systems :</b>				
8 Disaster Recovery	0	415	240	175
9 Command & Control	0	263	142	121
10 VOIP	0	380	380	0
11 Enterprise Resource Planning System	2,487	632	0	632
12 Other IS Schemes	305	542	73	469
<b>13 Information Systems</b>	<b>2,792</b>	<b>2,232</b>	<b>835</b>	<b>1,397</b>
<b>14 Force Projects :</b>				
15 Fusion/Mobile Data	0	1,500	23	1,477
16 Other BTCG Projects / Schemes	200	200	22	179
<b>17 Total Force Projects</b>	<b>200</b>	<b>1,700</b>	<b>44</b>	<b>1,656</b>
<b>18 Overall Totals</b>	<b>4,278</b>	<b>5,218</b>	<b>994</b>	<b>4,224</b>

<b>FUNDING OF PROGRAMME</b>	Initial Annual Budget £'000s	Revised Annual Budget £'000s
19 Capital Grants	526	526
20 Supported Borrowing		
21 Use of Capital Reserves and Committed Funds	3,254	4,194
22 Revenue Contributions to Capital	498	498
23 Partnership Organisations - Capital		
24 Receipt from sale of premises		
25 Loans / Use of Revenue Funding		
26 Home Office - Innovation Grant		
27 Total Funds Available	<b>4,278</b>	<b>5,218</b>
<b>28 Shortfall/(Surplus) in Funding</b>	<b>0</b>	<b>0</b>

**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			Forecast Closing Balance			Forecast Closing Balance			Forecast Closing Balance			Forecast Closing Balance			
		15/16	In	Out	16/17	In	Out	17/18	In	Out	18/19	In	Out	19/20	In	Out	20/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>REVENUE RESERVES AND COMMITTED FUNDS</b>																	
<b>A Statutory Reserves</b>																	
1	General Reserve	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000	0	0	4,000
2	Future Budgetary Imbalances	4,379	0	0	4,379	0	0	4,379	0	(1,265)	3,114	0	(3,114)	0	0	0	0
	<b>Sub Total</b>	<b>8,379</b>	<b>0</b>	<b>0</b>	<b>8,379</b>	<b>0</b>	<b>0</b>	<b>8,379</b>	<b>0</b>	<b>(1,265)</b>	<b>7,114</b>	<b>0</b>	<b>(3,114)</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>
<b>B Committed Earmarked Funds</b>																	
1	Future PFI Commitments	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	Capital Programme																
a	Capital Grant	0	582	0	582	449	0	1,031	449	0	1,480	449	0	1,929	449	0	2,378
b	Capital Receipts	0	1,626	0	1,626	0	0	1,626	0	0	1,626	0	0	1,626	0	0	1,626
c	Revenue Contribution to Capital Programme	0	498	0	498	575	0	1,073	575	0	1,648	575	0	2,223	575	0	2,798
d	Estate Works																
i	Replacement HQ	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	Victims' Hub	181	0	0	181	0	0	181	0	0	181	0	0	181	0	0	181
iii	Minor Works and Planned Maintenance	0	0	(500)	(500)	0	(500)	(1,000)	0	(500)	(1,500)	0	(500)	(2,000)	0	(500)	(2,500)
iv	Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
e	Fleet Replacement	0	0	(786)	(786)	0	(1,350)	(2,136)	0	(910)	(3,046)	0	(2,240)	(5,286)	0	(1,405)	(6,691)
f	ICT Investment	0	0	(3,732)	(3,732)	0	(4,612)	(8,344)	0	(3,150)	(11,494)	0	(2,150)	(13,644)	0	(1,650)	(15,294)
g	Other Projects/Schemes	0	0	(200)	(200)	0	(200)	(400)	0	(200)	(600)	0	(200)	(800)	0	(200)	(1,000)
3	SA8 Change Programme																
a	SA8 Programme Team	1,654	0	(100)	1,554	0	(100)	1,454	0	0	1,454	0	0	1,454	0	0	1,454
b	Revenue Saving Initiatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i	PWLB and Newport Debt redemption	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ii	LGPS Pension Investment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Other Financial Liabilities																
a	Tribunal and Ombudsman Liabilities	149	0	0	149	0	0	149	0	0	149	0	0	149	0	0	149
b	Unspent Revenue Grants	372	0	0	372	0	0	372	0	0	372	0	0	372	0	0	372
c	3rd Party funds	220	0	0	220	0	0	220	0	0	220	0	0	220	0	0	220
d	POCA	310	150	(150)	310	150	(150)	310	150	(150)	310	150	(150)	310	150	(150)	310
e	Workstream Specific Reserves	603	0	0	603	0	0	603	0	0	603	0	0	603	0	0	603
	<b>Sub Total</b>	<b>29,755</b>	<b>5,937</b>	<b>(7,140)</b>	<b>28,552</b>	<b>3,066</b>	<b>(9,128)</b>	<b>22,490</b>	<b>3,038</b>	<b>(12,671)</b>	<b>12,857</b>	<b>3,010</b>	<b>(15,047)</b>	<b>820</b>	<b>2,984</b>	<b>(7,260)</b>	<b>(3,456)</b>
<b>C Uncommitted Earmarked Funds</b>																	
1	Forecast Accelerated Efficiency Savings	5,112	2,071	0	7,183	235	0	7,418	0	0	7,418	0	0	7,418	0	0	7,418
2	Commissioning Strategy and Force Initiatives	1,670	0	0	1,670	0	0	1,670	0	0	1,670	0	0	1,670	0	0	1,670
3	Airwave	1,830	200	0	2,030	200	0	2,230	200	0	2,430	200	(2,630)	0	0	0	0
	<b>Sub Total</b>	<b>8,612</b>	<b>2,271</b>	<b>0</b>	<b>10,883</b>	<b>435</b>	<b>0</b>	<b>11,318</b>	<b>200</b>	<b>0</b>	<b>11,518</b>	<b>200</b>	<b>(2,630)</b>	<b>9,088</b>	<b>0</b>	<b>0</b>	<b>9,088</b>
<b>TOTAL REVENUE RESERVES AND COMMITTED FUNDS</b>		<b>46,746</b>	<b>8,208</b>	<b>(7,140)</b>	<b>47,814</b>	<b>3,501</b>	<b>(9,128)</b>	<b>42,187</b>	<b>3,238</b>	<b>(13,936)</b>	<b>31,489</b>	<b>3,210</b>	<b>(20,791)</b>	<b>13,908</b>	<b>2,984</b>	<b>(7,260)</b>	<b>9,632</b>
<b>CAPITAL RESERVES AND COMMITTED FUNDS</b>																	
<b>A Committed Earmarked Funds</b>																	
1	Capital Grant	56	526	(582)	0	449	(449)	0	449	(449)	0	449	(449)	0	449	(449)	0
2	Capital Receipts	1,626	0	(1,626)	0	0	0	0	0	0	0	0	0	0	0	0	0
3	Replacement Command and Control	1,161	0	(1,161)	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CAPITAL RESERVES AND COMMITTED FUNDS</b>		<b>2,843</b>	<b>526</b>	<b>(3,369)</b>	<b>0</b>	<b>449</b>	<b>(449)</b>	<b>0</b>	<b>449</b>	<b>(449)</b>	<b>0</b>	<b>449</b>	<b>(449)</b>	<b>0</b>	<b>449</b>	<b>(449)</b>	<b>0</b>
<b>TOTAL RESERVES AND COMMITTED FUNDS</b>		<b>49,589</b>	<b>8,734</b>	<b>(10,509)</b>	<b>47,814</b>	<b>3,950</b>	<b>(9,577)</b>	<b>42,187</b>	<b>3,687</b>	<b>(14,385)</b>	<b>31,489</b>	<b>3,659</b>	<b>(21,240)</b>	<b>13,908</b>	<b>3,433</b>	<b>(7,709)</b>	<b>9,632</b>

**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
<b>A</b>	<b>Estate</b>						
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
<b>4</b>	<b>Total Estate</b>	<b>500</b>	<b>1,000</b>	<b>6,500</b>	<b>8,500</b>	<b>2,000</b>	<b>1,500</b>
<b>B</b>	<b>Vehicles</b>	<b>786</b>	<b>1,350</b>	<b>910</b>	<b>2,240</b>	<b>1,405</b>	<b>1,500</b>
<b>C</b>	<b>Information Systems</b>						
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	380					
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
<b>13</b>	<b>Total Information Systems</b>	<b>3,732</b>	<b>4,612</b>	<b>3,150</b>	<b>2,150</b>	<b>1,650</b>	<b>1,650</b>
<b>D</b>	<b>Other BTCG Projects / Schemes</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>E</b>	<b>Total Programme</b>	<b>5,218</b>	<b>7,162</b>	<b>10,760</b>	<b>13,090</b>	<b>5,255</b>	<b>4,850</b>
<b>F</b>	<b>Funding</b>						
1	Capital Grant	526	449	449	449	449	449
2	Revenue Contribution to Capital	498	575	575	575	575	575
3	Funding from Reserves and Committed Funds	4,194	6,138	9,736	12,066	4,231	2,326
4	Capital Asset Disposal	0	0	0	0	0	1,500
<b>5</b>	<b>Total Funding</b>	<b>5,218</b>	<b>7,162</b>	<b>10,760</b>	<b>13,090</b>	<b>5,255</b>	<b>4,850</b>
<b>G</b>	<b>Surplus Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>