

DECISION NO: PCCG-2012-011

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Updated 2013/14 Budget Briefing Report
DATE: 13th December 2012
TIMING: Routine
PURPOSE: This report presents an updated position on the Medium Term Financial Projections 2013/14 to 2016/17.

RECOMMENDATIONS

That the Commissioner considers:

- a) The updated Medium Term Financial Projections (MTFP).
 - b) The funding assumptions, budgetary pressures and efficiency schemes that inform the projections;
 - c) The Reserves and Sinking Funds; and
 - d) The outstanding issues and unquantifiable risks.
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1. BACKGROUND

- 1.1 The 2013/14 budget setting round addresses the third year of the current Comprehensive Spending Review (CSR). Throughout the current CSR period (2011/12 to 2014/15), the requirement to deliver future financial efficiencies and budget reductions surpasses the scale of work undertaken by phases 1 to 5 of the original 2011 Review: Staying Ahead. Phase 6 of the Staying Ahead Programme was therefore initiated at the commencement of the 2011/12 financial year, to deliver the £24.170m of savings originally forecast to be achieved by the end of the CSR period, i.e. by 2014/15. £7.940m of the £24.170m savings' total were delivered in 2011/12 with a further £9.480m planned to be delivered during 2012/13. At this stage in the financial year, the delivery of these schemes (and their offsetting volume pressures) is largely delivering to plan.
- 1.2 The latest Medium Term Financial Projections (MTFPs) (pending the Provisional Police Funding Settlement announcement due in early December)

have been updated since those presented to ARC on 25th October 2012. The MTFPs now indicate a recurring budgetary imbalance for the 2013/14 financial year of £3.906m (Appendix 1b, Line 18), culminating in a recurring budgetary imbalance in 2014/15 of £8.317m (note: this figure has been reduced from the equivalent quoted during the 2012/13 budget setting round by the £9.480m of efficiency savings/budget reductions due to be delivered in 2012/13). With 2013/14 being the third year of the current CSR, the MTFP has been extended to forecast to 2016/17, in which a recurring budgetary imbalance of £12.286m is expected.

2. PROPOSAL FOR CONSIDERATION BY THE COMMISSIONER

2.1 Police Funding Announcement 2013/14

2.2 Confirmation has yet to be received of the Provisional Police Settlement for 2013/14. Due to the tight timescales for precept agreement as a result of Police and Crime Commissioner (PCC) transition, it is currently expected to be received on or around the 12th December 2012. It is not anticipated to be materially different from that previously provided as part of the 2011/12 budget setting round.

2.3 The MTFP attached is based on funding assumptions received as part of the 2011/12 round.

2.4 The Home Office have not yet confirmed the level of capital funding for 2013/14. Therefore, the indicative 2013/14 figure of £1.100m provided in the 2012/13 Provisional Capital Allocations forms the basis of the draft Capital Programme for next financial year. (This figure has been reduced as a result of top-slicing in order to fund the National Police Air Service (NPAS)).

3. Council Tax Increases 2013/14

3.1 The impact of the new Council Tax Support Scheme on the precept is yet to be formally confirmed by the Local Authorities, but for the purposes of this update, it has been assumed that it will reduce the Council Tax bases by two percent, which has been reflected within the MTFP. Formal confirmation of the impact is anticipated to be received from the Local Authorities during early December.

3.2 Appendix 1a shows the impact that incremental changes on the precept rate would have on funding. All variations are based on the assumption that precept increase will continue at the 2.66% rate adopted for the 2012/13 budget. The values shown on this appendix are subject to formal confirmation from the Local Authorities of their 2013/14 base figures and the associated impact of the Council Tax Support Scheme.

4. Medium Term Financial Projections 2013/14 to 2016/17

- 4.1 The current MTFP is shown at Appendix 1b, with the detailed assumptions, service pressures, developments and efficiency initiatives which support the projections at Appendices 2, 3, 4a, 4b and 4c.
- 4.2 Although a balanced recurring budgetary position could be achievable by 2014/15 (the end of the current CSR period), the forecast indicated in the Treasury Budget to 2016/17 presents a further cash reduction. This will in turn create a further financial challenge (£4.466m shortfall), requiring additional efficiency schemes to be developed and delivered.
- 4.3 Funding Assumptions (Appendix 2)
- 4.4 The funding bases and assumptions for Central Government Funding, HO Specific Grants and WG Specific Grants incorporated within the current MTFP remain consistent with those previously reported.
- 4.5 The Council Tax Precept and Base are assumed to increase at the same rates as previously reported, however, an assessment has been made of the impact of the new Council Tax Support Scheme and has been reflected within the MTFP.
- 4.6 Expenditure Assumptions (Appendices 2 and 3)
- 4.7 The assumptions for pay awards, allowances, enhancements and non-staff inflation remain consistent with those previously reported.
- 4.8 The MTFP has however, been updated to reflect further service pressures and developments that have been identified as part of the monthly financial monitoring and planning processes.
- 4.9 The assumptions relating to Capital investment remain consistent with the previous report.
- 4.10 Efficiency Opportunities (Appendices 4a, 4b and 4c, 5a and 5b)
- 4.11 Appendix 4a shows budget reductions that have already been removed from the 2012/13 base budgets, together with future estimated reductions relating to police officer allowances.
- 4.12 Appendix 4b shows the accelerated savings that have been realised under Phase 6 of the Staying Ahead Programme within the 2012/13 financial year to date.
- 4.13 The timing and value of the remaining savings identified under Phase 6 of the Staying Ahead Programme continue to be monitored as implementation progresses. A detailed review of these savings has been undertaken, which has resulted in a re-profiling of the anticipated scheme deliveries, which is shown at Appendix 4c.

- 4.14 Further opportunities for future efficiencies and savings are being explored as part of the Staying Ahead Programme.
- 4.15 Non-recurring financial pressures (Appendix 1b, Lines 24 and 25) will arise across the next four financial years to fund the disparity between the actual staffing levels and those proposed by the Phase 6 Staying Ahead Schemes. Appendices 5a and 5b highlight a range of scenarios indicating how police officer and staff establishments could reduce over the following four years (the solid coloured lines), set against the planned reductions in establishment through the implementation of Phase 6 schemes (the dotted black line).
- 4.16 Outstanding Issues and Unquantifiable Risks
- 4.17 Whilst the MTFP is designed to reflect the most up to date intelligence, a number of outstanding issues and unquantifiable risks remain which are incapable of being reflected at this present time. These are briefly highlighted below:
- a) Changes in the final grant notification from those assumed in this report;
 - b) Impact of Police and Crime Commissioner Transition;
 - c) Additional austerity measures from revised growth forecasts;
 - d) Future delivery of Staying Ahead Programme Schemes, with particular emphasis on:
 - i. Sustainability of previously delivered schemes; and
 - ii. Timing and extent of future schemes, with the potential for a significant increase in redundancies.
 - e) Timing and outcomes of the Winsor Review;
 - f) Emerging cost pressures, in particular at this stage:
 - i. Localisation of Council Tax support and the local retention of business rates income; and
 - ii. Potential increase in the police officer pension rate.
 - g) Unplanned initiatives and the international dimension (Eurozone, G20, etc.).

5. Capital Programme 2013/14

- 5.1 Significant Capital developments are planned to occur during the current CSR period. Consultation with workstream leads and BTCG has resulted in the production of a draft projection to the end of the 2014/15 (Appendix 6).
- 5.2 The schemes and programmes listed are constantly evolving and will be subject to change throughout the budget planning cycle.

6. Reserves

- 6.1 Appendix 7 provides a summary of the Reserves and Sinking Funds over the CSR period to 2014/15. Current estimations indicate that, in providing funding for Staying Ahead initiatives and the Capital and Estate Strategies, over 50% of the Reserves will be utilised (Appendix 7, Line D) by 2014/15. If additional precept support is required (Appendix 7, Line A2) this figure will increase.
- 6.2 PFI and Airwave Sinking Funds are currently assessed to be adequate in both the short and long term.

7. STAFFING/PERSONNEL IMPLICATIONS

- 7.1 The delivery of a balanced recurring financial position will have significant staffing and personnel issues that are being progressed during the implementation of the Staying Ahead Programme. As previously mentioned, natural vacancies arising is a key component in the delivery of the required savings. If the profile of these vacancies is not in line with the efficiency plan, further options (e.g. significantly increasing the number of redundancies) will need to be considered.

8. FINANCIAL IMPLICATIONS

- 8.1 The financial implications of the known funding and expenditure assumptions have been presented within this report, culminating in a recurring financial deficit of £4.466m by 2016/17.

9. CONSULTATION

- 9.1 Service Area and Departmental staff. This report has also been considered by Chief Officers.

10. IMPACT ASSESSMENT FOR EQUALITY AND DIVERSITY MATTERS

- 10.1 The content of this report has been considered against the general duty to promote equality, as stipulated under the Gwent Police Equality Scheme, and has been assessed not to discriminate against any particular group.
- 10.2 The Financial Plan does not suggest any schemes or approaches that compromise the Gwent Police Equality Scheme and aims to treat every employee equally.

11. IMPACT ASSESSMENT FOR HUMAN RIGHTS MATTERS

- 11.1 This report has been considered against the requirements of the general duty, as stipulated within the Gwent Police Strategic Equality Plan, and has been assessed not to discriminate against people with protected characteristics.
- 11.2 The Financial Plan seeks to support the Policing Service Delivery Model which supports the Human Rights Act.

12. RISK ASSESSMENT

- 12.1 The risks relating to this report are being managed through the Staying Ahead Programme and are detailed below:

- a) Financial:
- i Loss of 'assumed' precept income;
 - ii Impact of the localisation of council tax support;
 - iii Withdrawal of funding by partners (HO, WG and Local Authorities);
 - iv Increased 'last resort' demand due to others withdrawing service; and
 - v Failure of Government to deliver on national issues (e.g. pay bill, de-cluttering).
- b) Organisational:
- i Partners re-trench from collaborative ventures (WG settlement);
 - ii Abolition of Police Authority and introduction of Commissioners; and
 - iii Failure of key efficiency schemes to deliver.
- c) Societal:
- i Increased crime due to economic and political climate;
 - ii Risk of public disorder and social unrest; and
 - iii Lack of staff turnover due to limited job opportunities.

13. STAYING AHEAD/VALUE FOR MONEY

- 13.1 This report confirms the Staying Ahead savings to date. Further Phase 6 savings will be delivered (Appendix 4c), whilst also requiring the development and delivery of new schemes to meet the deficit in 2016/17. The financial plan presents the default position in relation to vacancies achievable through natural means and the A19 provision. These mechanisms may not

necessarily demonstrate value for money; therefore, the Force may need to reshape the Service Delivery Model. The departmental budgets for 2012/13 from which the savings will need to be delivered are presented in Appendix 8.

14. CONCLUSION

- 14.1 The financial plan presents opportunities to achieve a balanced recurring budget by 2014/15. However, this is dependent upon future agreement of a 2.66% precept increase and the delivery of efficiency savings; whilst maintaining the ability to manage the identified risks if and when they occur.
- 14.2 At present however, the funding deficit which emerges from 2015/16 onwards, has not been addressed by further Staying Ahead schemes, although work has begun in earnest to develop new schemes to address this shortfall.

15. CONTACT OFFICER

- 15.1 Ken Chedzey, Principal Management Accountant.

16. BACKGROUND PAPERS

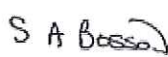
- 16.1 a) 2013/14 Budget Setting Engagement Report (19th April 2012);
- b) Medium Term Financial Projections 2013/14 to 2016/17 Report' (21st June 2012);
- c) Medium Term Financial Projections 2013/14 to 2016/17 Report' (12th September 2012);
- d) Medium Term Financial Projections 2013/14 to 2016/17 Report' (25th October 2012 and
- e) MTFP working papers.


17. APPENDICES

- 17.1 Appendix 1a - Impact of Incremental Precept Changes
- Appendix 1b - Medium Term Financial Projections
- Appendix 2 - Medium Term Financial Projections – Assumptions
- Appendix 3 - Budgetary Pressures
- Appendix 4a - Identified Budget Reductions
- Appendix 4b - Staying Ahead Schemes Delivered 2012/13
- Appendix 4c - Future Staying Ahead Scheme Savings
- Appendix 5a - Police Officer Establishment Flight path
- Appendix 5b - Police Staff Establishment Flight path
- Appendix 6 - Capital Programme
- Appendix 7 - Reserves and Sinking Funds
- Appendix 8 - Departmental Budgets 2012/13

For OPCC use only

Consultation:	Tick to confirm (if applicable)
Financial The Treasurer has been consulted on this proposal.	√
OPCC (insert name) The Treasurer has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	√
Legal The legal team have been consulted on this proposal.	√
Equalities The Equalities Officer has been consulted on this proposal.	√

Chief Executive/ Deputy Chief Executive: I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.
Signature: 
Date: 09/12/12

Police and Crime Commissioner for Gwent I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.
The above request has my approval.
Signature: 
Date: 21.12.12

Heddlu Gwent Police
Medium Term Revenue Projections 2013/14 to 2016/17
At 20th November 2012

Assumption		Base Growth (Provisional)	CTSS Impact (Provisional)	Precept Growth	Total Growth	Increase / (Decrease)
Base Growth (Estimated)	Precept Growth					
%	%	£	£	£	£	£
0.758%	5.00%	301,857	-802,351	1,964,845	1,464,351	918,285
0.758%	4.50%	301,857	-802,351	1,769,378	1,268,884	722,818
0.758%	4.00%	301,857	-802,351	1,571,876	1,071,382	525,316
0.758%	3.70%	301,857	-802,351	1,453,781	953,287	407,221
0.758%	3.50%	301,857	-802,351	1,376,409	875,915	329,849
0.758%	3.25%	301,857	-802,351	1,278,676	778,182	232,116
0.758%	3.00%	301,857	-802,351	1,178,907	678,413	132,347
0.758%	2.75%	301,857	-802,351	1,081,173	580,679	34,613
0.758%	2.66%	301,857	-802,351	1,046,560	546,066	0
0.758%	2.50%	301,857	-802,351	983,440	482,946	-63,120
0.758%	2.25%	301,857	-802,351	883,671	383,177	-162,889
0.758%	2.00%	301,857	-802,351	785,938	285,444	-260,622
0.758%	1.75%	301,857	-802,351	688,204	187,710	-358,356
0.758%	1.50%	301,857	-802,351	590,471	89,977	-456,089
0.758%	1.25%	301,857	-802,351	490,702	-9,792	-555,858
0.758%	1.00%	301,857	-802,351	392,969	-107,525	-653,591
0.758%	0.75%	301,857	-802,351	295,236	-205,258	-751,324
0.758%	0.50%	301,857	-802,351	197,502	-302,992	-849,058
0.758%	0.25%	301,857	-802,351	97,733	-402,761	-948,827
0.758%	0.00%	301,857	-802,351	0	-500,494	-1,046,560

Heddlu Gwent Police
Medium Term Revenue Projections 2013/14 to 2016/17
At 20th November 2012

	(a) 2012/13 Actual £'000s	(b) 2013/14 Forecast £'000s	(c) 2014/15 Forecast £'000s	(d) 2015/16 Forecast £'000s	(e) 2016/17 Forecast £'000s
1 Effect of Pay Awards and Increments	942	887	2,022	2,042	2,063
2 Non-Staff Inflation	796	600	490	503	519
3 Loss of Home Office Grant Funding	-	3,138	-	-	-
4 In Service Pressures / Developments	2,304	1,565	368	100	100
5 Potential Impact of new Council Tax Support Scheme	-	802	-	-	-
6 Identified Savings	(10,251)	(738)	(104)	(104)	(104)
7 Unavoidable Cost Increases	(6,209)	6,256	2,776	2,542	2,578
8 Gross Budget Movement	(6,209)	6,256	2,776	2,542	2,578
9 Recurring Base Budget Brought Forward	121,708	115,499	121,755	124,531	127,072
10 Projected Budgetary Requirement	115,499	121,755	124,531	127,072	129,650
11 % Increase on Previous Years Base Budget	-5.10%	5.42%	2.28%	2.04%	2.03%
Funded from :					
12 Funding					
13 Police Grant	(44,676)	(45,019)	(43,234)	(42,585)	(42,159)
14 Revenue Support Grant	(16,202)	(15,555)	(14,933)	(14,709)	(14,562)
15 National Non-Domestic Rates	(16,759)	(16,089)	(15,446)	(15,214)	(15,062)
16 Council Tax	(39,816)	(41,185)	(42,601)	(44,065)	(45,581)
17 Total Funding	(117,453)	(117,849)	(116,213)	(116,573)	(117,364)
18 Projected Recurring Deficit / (Surplus) Before Efficiencies	(1,954)	3,906	8,317	10,499	12,286
19 Efficiencies					
20 2012/13 Non-recurring Savings	(386)	(386)	(386)	(386)	(386)
21 Accelerated Delivery / Additionality of Staying Ahead Scheme Savings	-	(832)	(832)	(832)	(832)
22 Future Year Staying Ahead Scheme Savings	-	(1,235)	(4,409)	(6,287)	(6,809)
23 Forecast Establishment Volume Pressures					
24 Police Officers	1,905	539	-	-	-
25 Police Staff	857	-	-	65	207
26 Reserve Utilisation to offset reduced Precept Increase	(422)	(844)	(1,263)	-	-
27 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation	0	1,148	1,427	3,059	4,466

Heddlu Gwent Police
Medium Term Revenue Projections 2012/13 to 2016/17
Assumptions

Description	2012/13 Budgeted	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Source
<u>Police Officers</u>						
Pay Awards	0.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
<u>Police Staff</u>						
Pay Awards	0.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
Low Earner Pay Award	£0	£250	£0	£0	£0	Recurrent effect of consolidated pay award for 2012/13
<u>Indirect Staff Costs</u>						
0.00%	1.00%	1.00%	1.00%	1.00%	1.00%	National ACPO Finance Lead & Chancellor of Exchequer Autumn Statement
<u>Non Staff Inflation</u>						
General (Including Rates)	4.00%	3.00%	2.00%	2.00%	2.00%	Based upon Bank of England Forecast Data
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
Utilities - Water	5.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
Petrol	15.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
Diesel	15.00%	5.00%	5.00%	5.00%	5.00%	Based upon Bank of England Forecast Data
<u>Funding</u>						
Police Funding	-6.70%	-3.80%	-3.00%	-1.50%	-1.00%	Cash Effect of Final Police Settlement 2012/13
Council Tax Base Increase	0.76%	0.76%	0.76%	0.76%	0.76%	Actual Growth for 2012/13 assumed to continue until 2016/17
Council Tax Precept Increase (Appendix 1b)	2.66%	2.66%	2.66%	2.66%	2.66%	Police Authority Budget Setting Meeting 17th February 2012

Heddlu Gwent Police
Medium Term Revenue Projections 2013/14 to 2016/17
Identified Budget Pressures

Rank	Description	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Comments
1	Queen's Diamond Jubilee - Additional Bank Holiday	(120,711)	0	0	0	0 Additional staff costs associated with providing bank holiday cover during 2012/13.
2	Additional Early Easter Bank Holiday	(120,000)	0	0	0	0 Non-recurring pressure for additional staff costs associated with providing bank holiday cover due to Easter falling at the end of March 2013.
3	National Procurement System Licencing Fee	(5,000)	(5,000)	0	0	0 Annual licence charge in respect of newly implemented procurement system, which will facilitate electronic ordering, standardisation of procurement processes and mitigate off contract spend.
4	PEACE TINDER Collaboration (NPIA SPOC Software)	16,000	8,000	0	0	0 Telecomms data retrieval system. Generates £8k of cashable savings. £24k cost avoidance and enables Specialist Crime Collaboration.
5	Crimestoppers Call Centre Service	(15,000)	0	0	0	0 Reduction in contributions in line with service reconfiguration.
6	BTCG Scheme Recurring Revenue Requirements	100,000	100,000	100,000	100,000	0 Recurring revenue implications of schemes approved at BTCG.
7	NPIA Full Recovery Charging	115,000	70,000	0	0	0 Additional costs in respect of previously subsidised NPIA services.
8	Dangerous Dogs	10,000	0	0	0	0 Charges incurred in prolonged kennel and veterinary charges for dangerous dogs.
9	Speed Awareness Income	30,000	0	0	0	0 Change of approach on the allocation of funding.
10	Low Earners Pay Award	57,000	0	0	0	0 Recurrent effect of consolidated pay award for 2012/13.
11	Wide Area Network	200,000	0	0	0	0 To ensure base budget reflects contractual costs.
12	Evidential Property Stores	108,000	0	0	0	0 Team created to manage newly implemented evidential property stores process.
13	Domestic Abuse Investigation Unit	330,000	0	0	0	0 Additional posts required to resource newly created Domestic Abuse Investigation Unit.
14	Cadet Scheme	84,000	0	0	0	0 Roll out of formal structure for expanded cadet scheme.
15	Injury Pension Payment	55,000	0	0	0	0 Increased volume of payments to retirees resulting from injuries incurred on duty.
16	Dog Kennelling Agreement	22,000	0	0	0	0 Share of animal welfare costs with South Wales Police.
17	Property Rental Costs	195,000	195,000	0	0	0 Rental costs arising from implementation of Estate Strategy.
18	Investment Income	33,000	0	0	0	0 Reduced level of income resulting from continued suppressed levels of return in the market.
19	Specials and Volunteers Mileage	40,000	0	0	0	0 Increased level of mileage reimbursements to special constables and volunteers.
20	Insurance Premiums	114,000	0	0	0	0 End of three year contractual arrangement - exposure to increased market pressures.
21	Minimum Revenue Provision	20,000	0	0	0	0 Reassessment of MRP requirements.
22	Mobile Data Project	299,000	0	0	0	0 System costs of project implementation (Note: Staying Ahead Scheme savings on Appendix 4c, Line 5)
	Total	1,565,289	368,000	100,000	100,000	

Heddlu Gwent Police
Medium Term Revenue Projections 2012/13 to 2014/15
Budget Reductions Identified Through Detailed Budget Setting Process

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

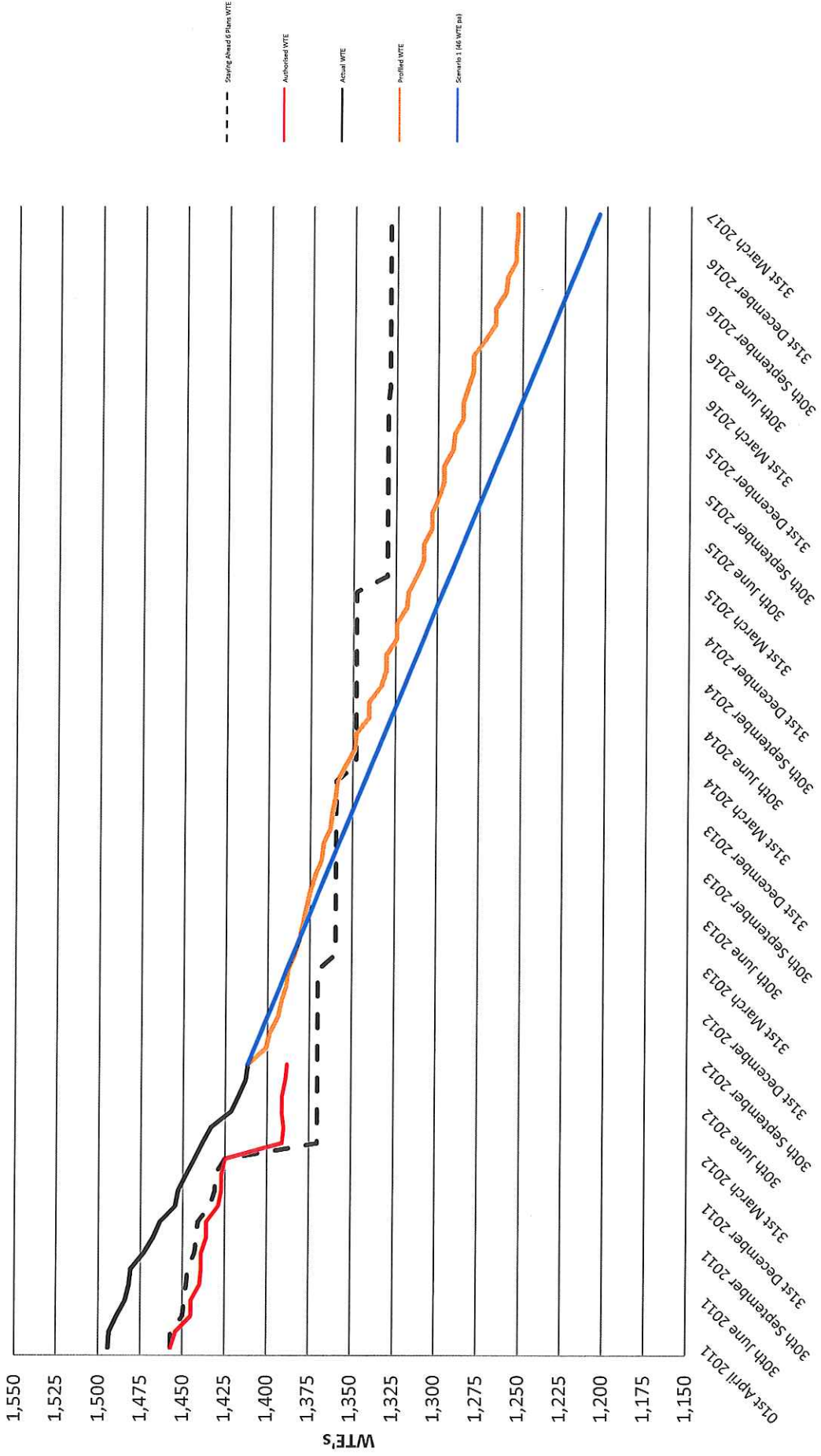
**Heddlu Gwent Police
Medium Term Revenue Projections 2013/14 to 2016/17
Staying Ahead Scheme Savings Delivered in 2012/13**

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

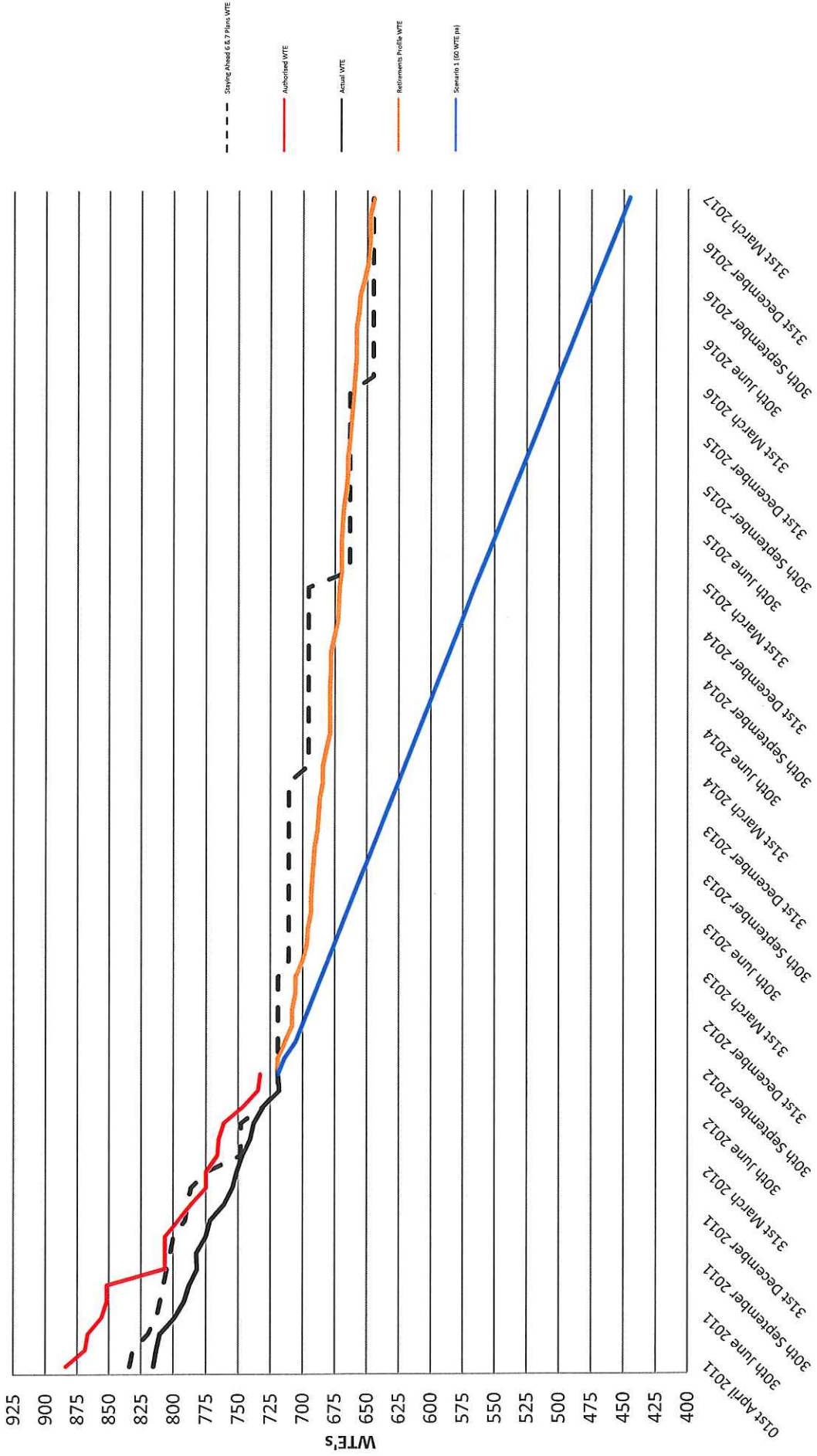
NOT PROTECTIVELY MARKED**Heddlu Gwent Police****Medium Term Revenue Projections 2013/14 to 2016/17****Staying Ahead Phase 6 Schemes 2013/14 to 2016/17 and Other Savings Initiatives**

	2013/14 £'000s	2014/15 £'000s	2015/16 £'000s	2016/17 £'000s	Total £'000s
A Cumulative Savings Brought Forward	0	1,235	4,409	6,287	6,809
B Scheme					
1 Review of Command Structure			229		229
2 Review of Fleet Function	25	75			100
3 Review of Vehicle Recovery Function	101				101
4 Review Of Estates Provision	182	453			635
5 Mobile Data Project			183		183
6 Records Management Solution (RMS)	128	128			256
7 Emergency Planning, LRF and Logistics	165				165
8 Data Management Review		203			203
9 Service Development - Post Implementation and Further Review	105	113			218
10 Custody Review - custody detention officers	100	260			360
11 Print Room Review	5				5
12 Departmental Review of Professional Standards		68			68
13 Post Implementation of People Services Continuous Improvement Review of Public Protection Unit	316	80	91		171
14 Specialist Crime incl Intelligence and Surveillance		300	200		616
15 LDS / Training Roads Policing	108	200	200		400
16 Winsor Review		108	800		108
		374	375		800
17 Savings to offset creation of Domestic Abuse Investigation Unit				330	330
18 Savings to offset creation of Property Stores Team				108	108
19 Savings to offset creation of Cadet / Young Dragons Team				84	84
20 Integrated Finance and Resource System		920			920
C Savings for Year	1,235	3,174	1,878	522	
D Cumulative Savings Carried Forward	1,235	4,409	6,287	6,809	

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



Heddlu Gwent Police Medium Term Financial Projections 2013/14 to 2016/17 Police Staff (Excl CSOs) Establishment Flight Path - October 2012



Heddlu Gwent Police
Medium Term Revenue Projections 2012/13 to 2014/15
Capital Programme 2012/13 to 2014/15

		Current 2012/13 £'000s	Projected 2013/14 £'000s	Projected 2014/15 £'000s
A	Estate			
1	Regular Capital Maintenance	298	300	300
2	Replacement HQ		250	
3	Decommissioning of Headquarters			1,000
4	Operational Support Hub - setup costs			1,500
5	Replacement FCR	100	3,430	
6	CID Hub - setup costs		277	
7	Neighbourhood Stations	0	0	0
	Total Estate	398	4,257	2,800
B	Vehicles	1,608	1,515	1,998
C	Information Systems			
1	Voice Over Internet Protocol	338		
2	PSBA Link at IL3 to SWP	0		
3	Identity Access Management	0		
4	EDRMS	175	174	
5	Equalogic SANS - storage		170	
6	Replacement ICCS System		500	
7	PND			
8	MOPI (Biztalk)			
9	Renew Command & Control			1,161
10	All Wales Digital Recording Project	300		
11	All Wales Gazateer	0		
12	Inter-relation Management System	980	520	
13	Decommissioning of HQ ICT systems		500	
14	Enterprise Resource Planning System		3,000	
	Total Information Systems	1,793	4,864	1,161
D	Other BTCG Projects / Schemes	200	200	200
E	Total Programme	3,999	10,836	6,159
F	Funding			
1	Capital Grant	1,157	1,100	1,100
2	Receipts from sale of Premises	1,087	680	3,000
3	Funding from Reserves	1,755	9,056	2,059
G	Total Funding	3,999	10,836	6,159
H	Surplus Funds	0	0	0

NOT PROTECTIVELY MARKED

Heddlu Gwent Police
 Medium Term Revenue Projections 2013/14 to 2016/17
 Financial Performance to 31st October 2012
 Reserves and Sinking Funds

	Opening Balance 2012/13 £'000s	Actual Movement 2012/13 £'000s	Forecast Movement 2012/13 £'000s	Forecast Year End 2012/13 £'000s	Forecast Movement 2013/14 £'000s	Forecast Year End 2013/14 £'000s	Forecast Movement 2014/15 £'000s	Forecast Year End 2014/15 £'000s
A Reserves								
1 General Reserve (Operational)	6,411	0	0	6,411	0	6,411	0	6,411
2 Precept Top-Up Reserve	2,529	(422)	0	2,107	(844)	1,263	(1,263)	0
3 Total General Reserves	8,940	(422)	0	8,518	(844)	7,674	(1,263)	6,411
B Earmarked Reserves								
1 Insurance	1,455	0	0	1,455	0	1,455	0	1,455
2 Specific Reserves	1,167	(6)	(459)	702	(350)	352	(352)	0
3 Capital & Estate Strategy	7,411	101	(1,954)	5,558	(8,720)	(3,162)	(1,062)	(4,224)
5 Staying Ahead Reserve	6,793	(336)	(210)	6,247	(2,181)	4,066	(664)	3,402
Total Earmarked	16,826	(241)	(2,623)	13,962	(11,251)	2,711	(2,078)	633
C Capital Reserves								
1 Command & Control	1,161	0	0	1,161	0	1,161	(1,161)	0
2 Total Capital Reserves	1,161	0	0	1,161	0	1,161	(1,161)	0
D Total Reserves	26,927	(663)	(2,623)	23,641	(12,095)	11,546	(4,502)	7,044
E Sinking Funds								
1 PFI	10,153	(1,522)	1,682	10,313	164	10,477	130	10,607
2 Airwave	4,093		(99)	3,994	208	4,202	208	4,410
3 Total Sinking Funds	14,246	(1,522)	1,583	14,307	372	14,679	338	15,017
F Total Reserves and Sinking Funds	41,173	(2,185)	(1,040)	37,948	(11,723)	26,225	(4,164)	22,061

Budget Summaries by Division/Department

Narrative	2012/2013 Total £	
Operational Budgets		
Operational Support	16,842,824	
Neighbourhood Policing	46,570,644	
Crime Investigation	18,639,421	
Criminal Justice Department	4,476,948	
Major Incidents	684,000	
Proactive Initiatives - Level 1	63,000	
Proactive Initiatives - Level 2	204,000	87,480,837
Support Budgets		
Chief Officer Controlled	867,619	
Resources Directorate	14,451,210	
Chief Officer Management Team	621,452	
Police Authority	796,583	
People Services		
Service Development	1,477,551	
People Services	2,676,044	
Legal and Risk & Insurances	1,367,222	
Professional Standards	1,023,072	
Staff Associations	217,109	
Corporate Communications	1,110,931	24,608,793
Other Budgets		
Police Officer Allowances	2,825,563	
Seconded Officers	0	
All Wales Collaboration	5,321,113	
Other Force Budgets	(2,783,098)	5,363,578
Approved Spending Limit	117,453,208	117,453,208
Funded By:		
Revenue Support Grant	16,202,385	
NNDR	16,758,832	
Police Grant	44,676,276	
Council Tax	39,815,715	
Total Funding	117,453,208	