

OFFICE OF POLICE & CRIME COMMISSIONER	
LEAD CHIEF OFFICER:	Nigel Stephens, ACO - Resources
TITLE:	Budget Requirements 2020/21 – 2024/25
DATE:	22nd November 2019
TIMING:	Annual
PURPOSE:	For monitoring
1.	<u>RECOMMENDATION</u>
1.1	<p>To consider and note the budgetary requirements for the period of the Medium Term (5 Year Plan) Financial Plan and specifically note:</p> <ul style="list-style-type: none"> • Significant programme of change implemented to deliver service improvement and value for money in the context of the Policing Vision 2025. • The recurring investment funds that have been available in the past three years are now consumed into this position. • Quantified financial gap arising from significant service and cost pressures - £8.092m with only £2.521m of savings identified, presenting a financial deficit of £5.571m. • Estate Strategy with significant capital requirement of £105m. • Borrowing Requirement requiring financing of £45.4m. • The financial gap 2020/21 is £1.922m and it is proposed to fund this as follows: <ul style="list-style-type: none"> ◦ Identified Savings - £0.539m ◦ Transfer from Reserves - £0.000m (to be determined by PCC) ◦ Increase in precept - £0.00m (to be determined by PCC) • The position assumes a Precept maintained at 6.99% each year.
2.	<u>INTRODUCTION & BACKGROUND</u>
2.1	<p>Since 2009/10 Gwent Police has been on a journey that has continuously focussed on improving the quality of the service provided to the public, whilst at the same time making significant financial savings in light of the austerity challenges that have and continue to face policing.</p> <p>From 2008/09 the Force has made nearly £51m of savings.</p> <p>Within the last 30 months, the journey has been one of re-shaping services where there has been an increase in demand and more importantly increased risk to the public.</p> <p>In 2017/18 the resources were focussed on Risk, Harm and Threat to ensure the public of Gwent are safe and included investment in:</p>

- Public Protection and Vulnerability
- Cyber Crime
- Mental Health Services

In 2018/19 the resources have been focussed on development and innovation including:

- Invest in People – Recruitment, Learning & Development, Wellbeing and Occupational Health
- Custody Provision
- Digital Policing
- First Point of Contact

These are briefly explained below:

Public Protection & Cyber Crime - There is a significant increase in the reporting of complex crime, serious organised crime and crimes against vulnerable people i.e. child abuse and domestic abuse. The force has invested and re-shaped its' resources in order to meet this increase in demand and risk.

Learning and Development - There have been significant changes in the way that initial training and development takes place, along with core responsibilities linked to continuous professional development and accreditation. In order to ensure that our staff are trained and accredited we have invested in this area to ensure that we are fit for the future.

Custody – The force re-opened the second custody suite in Ystrad Mynach to meet expected increases in demand.

Digital Services Division - In order to be efficient and effective, the force invested in Digital Policing – the roll out of laptops, mobile phone technology, Body Worn Cameras and Digital Interview Recording are examples of this, in our collaborative partnership with South Wales Police. We have also delivered the Automatic Number Plate Recognition and Rota Management systems to improve services. These have equipped us to manage the future demands of policing whilst at the same time, allow officers to improve visibility in their communities.

First Point of Contact – The introduction of the investigative model and social media desk provides a risk based approach to our response to crime reports and investigations.

In 2019/20 the resources focussed on the following:

Digital & IT Solutions

Digital Technology Implementation includes the following:

- Single On Line Home

	<ul style="list-style-type: none"> • O365 National Enabling Project <p>IT Solutions include the establishment of the Disaster Recovery Service that provides improvements to service resilience.</p> <p><u>Review Operating Model</u> – Following completion of the First Point of Contact model in the previous year, this work has reviewed the demand upon response officers, assessed the impact of demand management services and determined the policing capacity to respond to service in a timely manner.</p> <p><u>New Headquarters & Associated Projects</u> – The design and tender process of the new headquarters has completed and the project is now in construction stage and the force is implementing the re-provision of the services to other sites that are not part of the HQ model.</p>
3.	<u>Programme 2020/21</u>
3.1	<p>The planned programme for the financial year 2020/21 was developed following the review of operational delivery through both the Force Management Statement, HMIC Inspection Findings and Wales Audit Office findings. The themes in which the programmes will operate are explained below.</p> <p><u>Operational Capabilities</u> – This programme of work will ensure that demand is assessed and understood across the operational delivery model and that decision making regarding resourcing considers the impact upon all areas. In order to do this we will utilise simulation modelling software populated with data from force systems and activity analysis data. This work will include the Police Officer Uplift recruitment programme and use an evidence base in allocating resources received through this National Programme. This work includes the implementation of CID and Public Protection reviews undertaken over the last two years and the introduction, training and evaluation of police staff investigators being introduced during 2020.</p> <p><u>Developing System Improvements</u> – During 2019 - 21 this programme will deliver the transition from the local property system, onto the Niche Property Module and utilising systems to maximise business benefits.</p> <p><u>Delivery of an efficient and effective service provision</u> – The Continuous Improvement approach of this programme will see reviews of Human Resources, Finance, Learning and Development, and Professional Standards functions. These will include demand analysis, end-to-end process reviews, future demand modelling and service levels. Within this programme of work is the Victim Services Project to review support given to victims throughout the criminal investigation process, benchmarking with other forces will be undertaken, process design and subsequent demand assessment with recommendations for improvement and change.</p> <p><u>Collaboration Opportunities</u> – During 2019/20 options have been developed for collaboration and these programmes of work will be developed and</p>

	<p>implemented, releasing the business benefits.</p> <p>National Enabling Programmes – Microsoft Office 365, Single On-line Home and Digital Intelligence and Investigation (DII) have commenced during 2019 with delivery targets during 2020. Each of these programmes will see significant change through the Force and are being delivered through collaboration. Each programme will have a significant impact on services and the force seeks to maximise the benefits and efficiencies by utilising the new systems and processes.</p>
4	<u>Budget Setting & Medium Term Financial Plan</u>
4.1	<p>The force has undertaken budget setting and the overview, approach, assumptions and implications are explained.</p> <p>MTFP Position</p> <p>Savings required over the next 5 years are £8.092m which is an increase in the previous target (pending the publication of the grant in Mid Jan-Mid Feb 2020) which is assumed flat cash and an assumption of a recurring precept level of 6.99%.</p> <p>The capital programme has been reviewed and implementation re-profiled with costs developed that align to the programme of construction for new Headquarters, Abergavenny Fire and Police Hub and the PFI Termination arrangements. The total cost of capital of the programme is £105m as the force will require borrowing to deliver an estate that is fit for the future.</p> <p>Assumptions</p> <p>The position is based on the following assumptions:</p> <ul style="list-style-type: none"> • An additional £2.8m for Police Pensions funding will be provided to fund the cost partially funded in 2019/20. • The continuation of the assumption of a £6m loss of grant on the new funding formula over the period of the Medium Term Financial Plan (Phased at £2m each year from 2022/23 to 2024/25). It is expected to be implemented following the outcome of the Comprehensive Spending Review which is next year. • The Schools Liaison Team will continue to be funded by Welsh Government. • Operation Uplift - During 2019/20, the Government announced Operation Uplift which would deliver 20,000 additional front line police officers over the period to March 2023. At this time the final allocation of numbers and funding for each force is unknown, however, numbers have been confirmed for the period to 31 March 2021 and Gwent Police have been given a target of 62 officers to recruit. The process of recruitment has commenced and funding for the current (2019/20) financial year has been confirmed at £295,000. Indications are that funding will be provided at 70% of the gross salary cost and therefore the remainder is presented as a development pressure within this proposal. The IT, uniform and kit for these officers will be funded from a

reserve established in 2019/20.

- The 20 temporary police staff posts that are budgeted for 2020/21 will conclude by 31 March 2021 and the impact will need to be assessed.
- Police Transformation Fund (Home Office) grant funding is at risk and this pressure is reflected in the Developments.

2020/21

The 2020/21 position is that savings required of £1.922m is offset by savings identified of only £0.539m – the gap is £1.383m and the Commissioner is asked to consider the implications of this bid.

Police Establishment

Numbers

- Budgeted Base 1,336.50 wte
- Recruits planned for 2020/21 at 126 wte (46 wte of which are new posts)
- Pension Leavers profile will continue to be refined with intelligence from HR
- Assumption of 6 medical retirements per annum
- New recruit dropout rate calculated on 14% of Non-Degree entry probationers

Cost

- Officer in budgeted posts as at 17th October budgeted at actual plus any increments due
- PC Vacancies budgeted at 2nd point on Scale
- DC & Other Vacancies budgeted at mid-point
- Employers Pension Rate 31% in base calculation

Police Staff Establishment

Numbers

- Budgeted base 746 wte, an increase of 45 wte in last 12 months

Cost

- Employers pension contribution 16.8%

CSO Establishment

Numbers

- Budgeted Base 131 wte (101wte WG posts)

Cost

- Employers Pension Contribution 16.8%

Non Staff

- Majority of non-staff rebased using inflation assumptions in MTFP
- Investment Fund exhausted – recurring budget utilised

Income

- Underlying assumptions around Police Grant, RSG and NNDR remain as flat cash settlement
- The Precept for the five years of the MTFP assumed at 6.99%
- Police Transformation Fund will cease and services such as Early Action Together and Regional Organised Crime Unit will need to be funded internally

Pressure & Savings

- Tracker savings have been removed unless schemes are supported by business case

Capital & Reserves

- The reserve used for funding the Capital programme exhausts during 2021/22 and lending is necessary to fund the programme
- There is a recurrent transfer of £2,645,000 from revenue to capital

Precept

- MTFP currently based on precept at 6.99%
- There are five areas on which Home Office will assess progress and these are:
 - a) Procurement & Shared Services
 - b) Resolve the challenges in investigative resource identified by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
 - c) Improved productivity from Mobile Working & Digital
 - d) Maintaining a SOC response that spans the identification and management of local threats as well as support for national and regional priorities
 - e) Transparency about effective use of reserves

Target

Procurement: Reducing costs by £120m (Business Case drafted)

Shared Services: Reducing Costs by £20m (SE Wales and SW England agreement)

Digital Policing Plan (NPTC Programme – implementation stage)

Reserves Published in November 2019

Development Fund 2019/20

- The fund has been monitored throughout 2019/20 and both in year and recurring costs reviewed. The recurring element of the development fund is fully utilised. The schemes continue to be reviewed to ensure they deliver planned outcomes.

4.2	<p>The detailed financial schedules are provided as follows:</p> <p>MTFP – Summary (Annex 1 – Appendix 1)</p> <p>Establishment (Annex 1 - Appendix 2)</p> <p>Developments (Annex 1 – Appendix 3)</p> <p>Budgetary Savings (Annex 1 – Appendix 4a)</p> <p>Efficiency Schemes (Annex 1 – Appendix 4b)</p> <p>Reserves (Annex 1 – Appendix 5)</p> <p>Capital Programme (Annex 1 – Appendix 6a)</p> <p>Non Capital Developments Programme (Annex 1 – Appendix 7b)</p>
5.	<p><u>Value for Money</u></p>
5.1	<p>The force continues the change programme on improving services and releasing cashable efficiencies. The programmes invested in the past two years will support this objective and the following areas will be included in the change programme 2020/21.</p> <ol style="list-style-type: none"> 1. Release Efficiencies from Investments <ol style="list-style-type: none"> a. Digital Enabled Efficiencies including 3F 2. Efficiencies through the Estate 3. Efficiency through Collaboration 4. HMIC Value for Money Profile Indicators <p>When considering the recent Value for Money Indicators provided at Annex 2, alongside some of our ongoing and future work, there are some key next steps that we aim to explore over the next 12-18 months. This work is shown below along with the financial sum of potential savings (as defined by the 'Most Similar Forces' (MSF)).</p> <p>VFM Profiles (Distance above MSF average):</p> <ol style="list-style-type: none"> 1. Local Policing <ol style="list-style-type: none"> a. Incident & Response (£9.9m) 2. Community Liaison (£2.7m) 3. Central Communications (£2.9m) 4. Traffic Unit (£1.2m) 5. Advanced Public Order (£0.27m) 6. Support Functions (£8.1m) <ol style="list-style-type: none"> a. ICT (£3.15m) b. Estate (£1.19m) c. Training (£1.16m)

	<p>d. Performance (£0.7m)</p> <p>e. HR (£0.8m)</p> <p>7. Overtime</p> <ul style="list-style-type: none"> • Exploit Benefits of GRS Duty Resource Management <p>8. Specialist Capabilities</p> <p>9. Review Non Pay Expenditure</p> <p>10. Data Flow/Accuracy & Performance Framework</p> <p>11. Review Outcomes of Investment Decisions</p>
5.2	This information has informed the programme for 2020/21 and the force will investigate the cause of the distance from MSF costs and propose actions to narrow the financial gap.
6	Opportunities & Choices
6.1	<p>The delivery of an ambitious change programme will be challenging but will not be new to the force and resources will be directed to delivering this requirement to ensure the force is able to serve the public and reduce risk, harm and threat in our communities.</p> <p>However, the force will have to consider whether it is sustainable to maintain the following which is considered in the current plan.</p> <ol style="list-style-type: none"> 1. Neighbourhood Policing including PCSOs and SEOs 2. External Training Budget £500k 3. Extended Custody Provisions £1m 4. Current HQ Canteen Provision £18k 5. Local Government Pension Scheme – Employer Contribution 1% £250k 6. Scheme funding through Police Transformation Fund Grant <ol style="list-style-type: none"> a. Early Action Together £340k b. Regional Organised Crime Unit £343k 7. Home Office support to repatriate apprenticeship funding to Welsh forces 8. Maintain Partnership Support as follows: <p>Mental Health Workers in FCR £300k</p> <p>Diversion Services Extension £140k</p> <p>Community Partnership Fund £50k</p> <p>Schools Liaison £360k</p>

	This list is not exhaustive but needs to be considered in the context of delivering a balanced financial plan.
7.	<u>Risk</u>
7.1	<p>The risks to the financial plan include:</p> <ul style="list-style-type: none"> ● Ongoing Service Reviews Recommendations: <ul style="list-style-type: none"> ○ People Services Review ○ Learning & Development Review ○ Corporate Communications Review ○ Finance, Pension Hub & Procurement Review ● Delivery of savings in Overtime Budget of £1m ● Comprehensive Spending Review (CSR) in respect to funding the cost of the additional police pension contribution ● Funding Formula Introduction ● Welsh Government continued funding for partnerships and specifically PCSOs and Schools Liaison ● Cost of National ICT Programmes ● Cost of Borrowing (to fund capital programme) ● Progress with Apprenticeship Programmes funded by WG initiatives
8.	<u>FINANCIAL CONSIDERATIONS</u>
8.1	These are detailed in the report.
9.	<u>PERSONNEL CONSIDERATIONS</u>
9.1	These are detailed in the report.
10.	<u>LEGAL IMPLICATIONS</u>
10.1	Legal implications arising from decision arising from this report, will be considered as individual business cases are delivered.
11.	<u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u>
11.1	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.
11.2	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.
12.	<u>PUBLIC INTEREST</u>
12.1	This is a public document.
13.	<u>CONTACT OFFICER</u>
13.1	Nigel Stephens, Assistant Chief Officer – Resources

14.	<u>ANNEXES</u>
14.1	Annex 1 – Financial Analysis of Budget Requirements 2020/21-2023/24 Cost Pressure narrative (to support Annex 1)
14.2	Annex 2 - Value for Money Profiles

Appendix 1

	(a) 2019/20 Actual £'000s	(b) 2020/21 Forecast £'000s	(c) 2021/22 Forecast £'000s	(d) 2022/23 Forecast £'000s	(e) 2023/24 Forecast £'000s	(f) 2024/25 Forecast £'000s
1 Effect of increases to authorised Establishment, Pay Awards and Increments		3,372	3,329	3,538	3,540	3,246
2 Non-Staff Inflation		641	732	749	765	780
3 Apprenticeship Levy Scheme		108	108	-	-	-
4 In Service Pressures / Developments		3,964	1,636	801	482	324
5 Budget savings identified		(1,729)	(60)	(60)	(60)	(60)
6 Finance costs		-	383	649	571	312
7 Unavoidable Cost Increases		6,355	6,128	5,675	5,298	4,802
8 Gross Budget Movement		6,355	6,128	5,675	5,298	4,802
9 Recurring Base Budget Brought Forward		129,030	135,388	141,514	147,188	152,486
10 Projected Budgetary Requirement		135,388	141,514	147,188	152,486	157,088
11 % Increase on Previous Years Base Budget		4.93%	4.53%	4.01%	3.60%	3.02%
12 Funding						
13 Central Government Funding						
14 Police Grant	(41,287)	(41,287)	(41,287)	(39,287)	(37,287)	(35,287)
15 Revenue Support Grant	(21,828)	(21,828)	(21,828)	(21,828)	(21,828)	(21,828)
16 National Non-Domestic Rates	(9,873)	(9,873)	(9,873)	(9,873)	(9,873)	(9,873)
17 Total Central Government Funding	(72,988)	(72,988)	(72,988)	(70,988)	(68,988)	(66,988)
18 Council Tax	(56,042)	(60,475)	(65,260)	(70,423)	(75,985)	(82,008)
19 Total Funding	(129,030)	(133,463)	(138,248)	(141,411)	(144,963)	(148,996)
20 Projected Recurring Deficit / (Surplus) Before Efficiencies		1,922	3,266	5,777	7,503	8,092
21 Efficiencies		(536)	(1,340)	(1,371)	(2,521)	(3,021)
22 Future Year Staying Ahead Scheme Savings		1,383	1,726	3,804	4,982	5,574
23 Reserve Utilisation						
24 Projected Recurring Deficit/ (Surplus) After Efficiencies & Reserve Utilisation						

Establishment

Description	2019/20 Forecast No.	2020/21 Forecast No.	2021/22 Forecast No.	2022/23 Forecast No.	2023/24 Forecast No.
Officers Baseline - 1st April 2019	1,324.50	1,336.50	1,370.50	1,416.50	1,464.50
Actual In Year Movements (SIB Approved & Actioned)	0.00				
Actual In Year Movements (SIB Approved & Not Yet Actioned)	0.00				
Police Staff Investigator Posts	(12.00)	(12.00)			
Operation Uplift	24.00	46.00	46.00	48.00	0.00
Externally Funded Posts					
Amber Posts Funded					
Total Authorised Baseline	1,336.50	1,370.50	1,416.50	1,464.50	1,464.50
Officer Actuals					
Actuals as at 17th September	1,275.60	1,327.60	1,392.60	1,416.60	1,464.50
Retirees - Ordinary	(19.00)	(29.00)	(58.00)	(51.00)	(46.00)
Retirees - Medical	(4.00)	(6.00)	(6.00)	(6.00)	(6.00)
Leavers - Probationer Drop Out	(2.00)	(8.00)	(8.00)	(8.00)	(8.00)
Other Leavers - Dismissal/Tfr to other Force/Voluntary Resignation	(5.00)	(16.00)	(16.00)	(16.00)	(16.00)
Recruitment - Probationers	82.00	112.00	112.00	99.00	60.00
Recruitment - Transferees	0.00	12.00		29.90	16.00
Forecast Actual	1,327.60	1,392.60	1,416.60	1,464.50	1,464.50
Police Office Establishment Under/(Over)	8.90	(22.10)	(0.10)	0.00	0.00
PCSOs					
WG Funded	101.00	101.00	101.00	101.00	101.00
Force Funded	31.00	31.00	31.00	31.00	31.00
Total	132	132	132	132	132
Police Staff					
Baseline - 1st April 2019	701.74	746.01	758.01	758.01	758.01
Actual In Year Movements	21.27				
SIB Approved Changes Inc Investment Funded Posts	23.00	12.00			
Total	746	758	758	758	758
Grand Total	2,215	2,261	2,307	2,355	2,355

Description	Recurring/ Non- recurring	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
SBS Software Pump Pricing	R	0	50,000	0	0	0	0	0
Additional Bank Holiday	NR	0	122,272	108,376	240,000	(120,000)	(240,000)	0
Pension Lump Sum Payment - LGPS Staff	R			0	0	0	0	
Tutor Payment	NR	24,000	(10,000)		0	0	0	
PICOF - Baseline. University fees £1.5k per student	NR	100,000	108,000	108,000	108,000	0	0	
PICOF - 4 trainee officers	R	240,000						
Officers in Policing	R	13,000						
Estates Electrical testing	NR	50,000	(50,000)	0	0	0		
Estates - water electrification	R	25,000						
Additional rent for Vantage Point	R							
Estates - IT Network	R							
ICT - Police Cloud course	R	25,000						
IAS Collaborative Buy In	NR	589,000						
Insurance Premiums	R		150,000		(150,000)			
Data Protection Officer	R		65,000					
TERRAM	R		25,000					
Operational Training Facility	R		88,000					
Body Armour Replacement	NR	0	0	0	0	0		
Body Armour Additionality	NR	18,884	(18,884)					
Uniform additionality - new recruits	NR	480,000	(480,000)					
Taser Replacement -	NR	0	0					
FURMS	R	0	0			0		
Loan Interest	R	0	0	0	0	0		
MRP	R			0	382,575	645,571	570,905	311,888
Vantage Point 1st Floor	R			0	387,480	573,840	565,208	323,840
Op Shaw Protective Clothing	R			(50,000)				
				(51,500)				
Promet ID Contribution to SWP	R		40,000					
Police Officer Pension Increase	R		1,435,554					
Change in Budget Assumption on PCs	R		0					
Reduction in base establishment	R		0					
Appropriate Adults	R		30,000					
Taser Additionality	R		88,768		12,238			
Injury Pension Payments	R		157,861		180,000			
Custody Medical Contract	R		172,749					
Medical Examinations	R		250,000					
Mirvana Contribution	R		24,000					
SBS Business Continuity	R		50,000					
ANPR Hosted Management Service	R		54,904		13,545			
Fuel	R		82,832					
Telephony Investigation costs	R		78,597					
ICM Diversion Project	R		160,000					
Community Partnership Fund	R		60,000					
Property Store Equipment	R		83,338		(21,803)			
Subject Access Request Income	R		10,805					
WCN Recruitment System Project	NR		20,000		(20,000)			
Citizen in Policing - Mini Police	NR		20,000		(18,000)			
PPU Investment	NR		1,584,540					
AWSL Grant cessation	R			0				
Tarion Grant Cessation	R		278,268					
ROCU Grant Cessation & Pressure	R			343,000				
Gwent PBSA Network	R		30,000					
DR SAN Maintenance	R		40,000					
VPN Net Motion	R		138,000					
MR Related Pressures - Convert to Additional Rev Cent to C	R		1,000,000					
Additional Rev Cent to Cap	R		1,000,000					
Pension Grant	R			0				
Forensic Costs	R		108,873					
FIRMS - PERFORM PDR Module	R			15,000				
Recruitment & Restricted Duties Review	R			0				
Investment Fund Reduction	R			(1,205,000)				
Single Online Home Platform	R			89,283				
NPOC Undercover Policing Public Inquiry Coordination Tool	R			10,200	23,068			
GP Contribution to Southern Wales SARC	R			88,828	88,828			
Custody Doctor Retainers	R			0				
Court Income	R			(50,000)				
Custody & Detainee Income	R			17,900				
SWP ICT Costs	R			242,000				
Wellbeing Schemes	R			2,355				
Training Accommodation	R			44,000				
Training Income	R			41,207				
Recruitment Costs	R							
ODD Overtime	R							
Officer Overtime - Ordinary	R							
Officer Overtime - Rest Day	R							
Force Medical Advisor	R			20,000				
Stationary	R							
Office equipment	R							
Hospitality	R							
PFI Grant Reduction	R			281,845	16,480	16,431	16,481	
Trauma Resilience Funding Withdrawal	R			80,000				
Early Action Together	R			338,781				
Diversion Scheme - GP Contribution to PCC Code	R			140,000				
DSD Reform	R			184,228				
Violence Hub - PCC & Gwent Increase	R			867,450				
PCC Commissioning Pressures	R			187,128				
Mental Health Workers NHS Income	R			(203,000)				
EastWest Additionality	R			823,845				
Anti Corruption Unit DC	R			48,970				
Corp Camera	R			182,308				
Driver Training	R			123,600		(123,600)		
Anti Corruption Unit Support Staff	R			68,299				
SPCC Restructure	R			38,071				
Op Uplift Spend - Salaries	R			1,515,954	1,740,873	1,418,868	445,998	0
Op Uplift Spend - IT	NR							
Op Uplift Spend - Uniform	NR							
Op Uplift - PICOF	NR							
Op Uplift Income	R			(1,138,598)	(1,305,730)	(1,054,147)	(888,288)	
Uplift PC Adjustment - 19 posts	R			(472,418)				
Temporary Posts - PC	R			780,531				
Temporary Posts - PS	R			166,427				
Temporary Posts - DO	R			48,970				
Temporary Posts - DS	R			130,312				
Temporary Posts - DI	R			181,824				
Temporary Posts - Staff	NR			848,578	(848,578)			
Temporary Posts - PCC	NR			74,530	(74,530)			
Additional Funding - Pensions (not Core Grant - HO Grant)	NR		(1,225,288)		1,325,288			
Funding Formula Revision	R		0	0	0	2,000,000	2,000,000	2,000,000
Police Officer - under Establishment (negative development)	NR	0	0	0	0	0		
Police Staff - Investment in Fusion posts	R	216,000	0	0	0	0		
Adjustment to match Master Budget	R		0	0	0	0		
Inflationary Pressure to match Master Budget	R	0	0	0	0	0		
Police Officer Investment	R		0	0	0	0		
Police Officer Investment FYE	R	218,805	0	0	887,097	888,878	545,321	187,741
Police Staff Investment FYE	R	201,020	0	0	0	0		
Pension Contribution Increase	R	200,000	0	0	0	0		
		2,571,448	4,708,093	4,971,385	2,881,971	4,065,537	3,588,028	2,783,777

PROTECT - MANAGEMENT

Appendix 1

Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£	£	£	£	£	£	£
Identified CRES							
Potential Savings							
Transitional Rent Allowance	(7,680)	(22,223)	(5,477)	0	0		
Housing Allowance	(132,749)	(123,476)	(122,240)	(60,000)	(60,000)	(60,000)	(60,000)
Compensatory Grant	(12,443)	(15,103)	(859)	0	0		
Rebased allowances - on call	(12,988)	(8,346)					
Rebased allowances - on call	(19,607)						
Rebased savings - unsociable hours	(7,677)		(198,292)				
Rebased savings - honorariums		(20,022)					
Seconded Officers			(40,000)				
Rebased Saving - Force Medical Advisor		(4,331)					
Rebased Savings - Force Medical Costs		(9,416)					
Officer Pensions - CECS		(591,810)					
Rebased savings - electricity	(6,030)						
Rebased savings - gas	(13,128)						
Rents	(98,981)						
Business Rates	(34,343)						
Service Charges	(70)						
Service Charges	(42,237)						
External Room Hire Charges	(3,939)						
Air Fares	(1,537)						
Trains & Underground	(1,277)						
Bus Fares	(211)						
Paper Materials		(5,000)					
Toner Cartridges		(2,500)					
Other Professional Services			(63,000)				
Maintenance of Operational Equipment			(36,050)				
Witness Expenses			(113,445)				
Hotel Accommodation	(15,376)						
Meal Allowes	(8,739)	(10,478)					
Rebased savings - partnership fees	(21,404)						
Rebased savings - subscriptions	(1,040)						
Public Liability Insurance			(50,000)				
PFI unitary charge - 6 months only	(250,000)	0					
MASH		0					
Procurement savings -National Police ICT	(17,577)						
Procurement Savings - Software		(185,411)					
Reimbursement Income		(2,163)					
Investment Income		(72,634)					
Removal of loan interests	(23,236)						
Int Payable - Pre 01/04/90	(19,411)						
Int Payable - Post 31/03/90	(249,377)						
Int Payable - PWLB	(1,000)						
External Training			(100,000)				
Ordinary Overtime - Officers			(303,000)				
Ordinary Overtime - Staff			(100,000)				
Bank Holiday Overtime			(100,000)				
RTC Overtime			(11,000)				
MI & Tasking Overtime			(486,000)				
	(1,000,057)	(1,072,913)	(1,729,363)	(60,000)	(60,000)	(60,000)	(60,000)

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2020/21 to 2024/25
Staying Ahead Phase 6 Schemes 2020/21 to 2024/25 and Other Savings Initiatives

	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Total £'000s
A Cumulative Savings Brought Forward	0	(845,609)	(1,384,609)	(1,840,067)	(1,972,999)	(2,521,258)	(2,521,258)
B Scheme							
1 Operating Model	0	0	0	0	0	0	0
2 SEO Review	(771,609)	11,000	0	0	0	0	(760,609)
3 Collaboration	0	0	0	0	0	0	0
3a JFU	0	(360,000)	0	0	0	0	(360,000)
3b Other Collaboration	0	0	0	0	0	0	0
4 Vantage Lease Expiry	0	0	0	0	0	0	0
5 Merthyr Black B	(74,000)	0	0	(183,000)	(140,000)	0	(323,000)
6 Corporate Financing of PFI	0	0	0	0	0	0	(74,000)
7 Supplies & Services - National Initiative	0	(200,000)	0	0	0	0	0
8 HQ Running Costs	0	0	0	(100,000)	(125,000)	0	(200,000)
9 Estates Premises Related	0	0	(155,458)	(149,932)	(283,259)	0	(225,000)
C Savings for Year	(845,609)	(539,000)	(155,458)	(432,932)	(548,259)	0	(2,521,258)
Sensitivity Risk Assessment	0	0	0	0			
D Cumulative Savings Carried Forward	(845,609)	(1,384,609)	(1,540,067)	(1,972,999)	(2,521,258)	(2,521,258)	(2,521,258)

REVENUE RESERVES AND COMMITTED FUNDS		Out £'000	Forecast Closing Balance 23/24 £'000	In £'000	Out £'000	Forecast Closing Balance 24/25 £'000
A	Statutory Reserves					
1	General Reserve					
	Sub Total	0	4,000	0	0	4,000
B	Committed Earmarked Funds	0	4,000	0	0	4,000
1	Future PFI Commitments					
2	Capital Programme		(0)			(0)
a	Capital Grant					
b	Capital Receipts					
c	Revenue Contribution to Capital Programme	0	3,802	459	0	4,261
d	External Borrowing	0	4,326	0	0	4,326
e	Estate Works	5	18,389	2,645	0	21,033
i	Replacement HQ	0	41,613	3,796		45,409
ii	Victims' Hub					
iii	Minor Works and Planned Maintenance	0	2,083	0	0	2,083
iv	Police Hubs & Spokes	0	181	0	0	181
v	Other	0	(448)	0	0	(448)
f	Fleet Replacement	(12,000)	(33,750)	0	(4,400)	(38,150)
g	ICT Investment	0	(1,768)	0	0	(1,768)
h	Other Projects/Schemes	(1,500)	(9,733)	0	(1,500)	(11,233)
i	Long Term Projects	(3,734)	(10,890)	0	(300)	(11,190)
		0	(1,216)	0	0	(1,216)
3	SA8 Change Programme	(700)	(12,409)	0	(700)	(13,109)
a	SA8 Programme Team					
b	Revenue Saving Initiatives					
i	PWLB and Newport Debt redemption	0	0	0	0	0
ii	LGPS Pension Investment	0	0	0	0	0
1	Forecast Accelerated Efficiency Savings	0	0	0	0	0
	Sub Total	0	0	0	0	0
C	Uncommitted Earmarked Funds	(17,934)	180	6,900	(6,900)	180
1	Future Budgetary Imbalances					
2	Commissioning Strategy and Force Initiatives	0	4,379	0	0	4,379
3	Airwave	0	660	0	0	660
4	Other Financial Liabilities	0	3,591	200	0	3,791
a	Tribunal and Ombudsman Liabilities					
b	Unspent Revenue Grants					
c	3rd Party funds	0	149	0	0	149
d	POCA	0	294	0	0	294
e	Workstream Specific Reserves	0	64	0	0	64
f	Speed Awareness Training	(150)	305	150	(150)	305
	Sub Total	(171)	829	0	(171)	658
		0	64	0	0	64
TOTAL REVENUE RESERVES AND COMMITTED FUNDS		(321)	10,335	350	(321)	10,364
CAPITAL RESERVES AND COMMITTED FUNDS		(8,255)	14,515	7,250	(7,221)	14,544
A	Committed Earmarked Funds					
1	Capital Grant					
2	Capital Receipts	(459)	0	459	(459)	0
3	Replacement Command and Control	0	0	0	0	0
TOTAL CAPITAL RESERVES AND COMMITTED FUNDS		0	0	0	0	0
TOTAL RESERVES AND COMMITTED FUNDS		(459)	0	459	(459)	0
		(8,714)	14,516	7,709	(7,680)	14,544

Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2020/21 to 2024/25
Capital Programme 2020/21 to 2024/25
At 31st October 2019

		2018/19 £'000s	2019/20 £'000s	Forecast 2019/20 £'000	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
A	Estate								
1	Replacement HQ	2,131	11,077	1,300	17,702	9,102	437		
1a	Decommissioning of Headquarters					58	585		
2a	Estates Strategy - Police Hubs	0	5,500	1,000	6,050	2,700	12,000	12,000	4,400
2b	Estates Strategy - Police Spokes	0							
3	Newport Central Upgrade	50	1,250	200	400	600			
4	Ystrad Mynach PFI		4,000	3,200					
5	Ystrad Mynach CCTV		125		500				
6	Agile Working								
A	Total Estate	2,181	21,952	5,700	24,652	12,461	13,022	12,000	4,400
B	Vehicles	1,012	1,043	1,409	1,200	1,500	1,500	1,500	1,500
C	Information Systems								
1	Disaster Recovery	150	150	335	150				
2	VOIP APD Interface	3,760		38					
3	New HQ - SRS Costs				100	375			
4	New HQ - FCR Costs					125			
5	CCTV - Gwent Police/Blaenau Gwent				80				
6	Server Replacement				120	40	90	20	
7	Network Replacement				8	103			
8	Data Hall Refurbishment				13	19	14	500	
9	SAN Replacement				300			300	300
10	Netscaler Replacement						101		
11	FFF				57	24	24	2,914	
12	Home Office Biometrics Strategy				125				
C	Total Information Systems	3,910	150	373	952	686	228	3,734	300
D	Other SIB Projects / Schemes	0	0	0	234	0	0	0	0
E	Non Capital Funded Long Term Pr	200	4,900	4,750	1,025	2,750	6,700	700	700
F	Total Programme	7,303	28,044	12,232	28,063	17,396	21,450	17,934	6,900
G	Funding								
1	Capital Grant	449	459	459	539	459	459	459	459
2	Revenue Contribution to Capital	3,994	2,645	2,645	2,645	2,645	2,645	2,645	2,645
3	Funding from Reserves and Commit	4,374	24,940	9,128	24,879	3,856	0	0	0
4	Funding from external borrowing	0	0		0	9,937	16,846	14,830	3,796
5	Capital Asset Disposal	655				500	1,500		
G	Total Funding	9,472	28,044	12,232	28,063	17,396	21,450	17,934	6,900
H	Surplus Funds	0	0	0	0	0	0	0	0

**Police and Crime Commissioner for Gwent / Heddlu Gwent Police
Medium Term Revenue Projections 2020/21 to 2024/25
Long Term Project Programme 2020/21 to 2024/25
At 31st October 2019**

		2019/20 £'000s	Forecast 2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
1	Estates Capital Maintenance	500	750	750	500	500	500	500
2	Estate Feasibility	200	0	200	200	200	200	200
3	Estate Strategy							
3a	Abergavenny Spoke			50				
3b	Usk Fire Station Spoke			25				
3c	Monmouth Town Hall Spoke				50			
4	Ystrad Mynach PFI	4,000	4,000					
5	Collaborative Relocation	200			2,000	6,000		
Total Programme		4,900	4,750	1,025	2,750	6,700	700	700

2019-20 Budget Cost Pressures Briefing

- **Additional Bank Holiday - £109k**
Bring the current level of bank holidays (8) up to 9 due to Boxing Day falling on a Saturday
- **PEQF University Fees – £108k**
Baseline Intake of 60 apprentices (Year 2 Intake) @ £1,800 each
- **Vantage Point 1st Floor £(50k)**
Reversal of a previous non recurring pressure
- **Op Shaw Protective Clothing - £(61.8k)**
Reversal of a previous non recurring pressure
- **Taser User Increase – £12k**
2nd year of planned additional cost of increasing the total number of tasers users in the Force.
- **Injury Pension Payments - £150k**
Injury Pension Payments have increased by approximately £12.5k per month.
- **ANPR Hosted Management Server - £13.5k**
2nd year of recurring costs Identified from purchasing.
- **Property Store £(21.5k)**
Reversal of non recurring items, remaining budget is for recurring consumable replacements
- **WCN Recruitment System Project - £(20k)**
Reversal of non recurring contribution towards the project team
- **Citizens In Policing - £(18k)**
Reversal of non recurring cost of setting up 20 additional schools for Mini Police
- **ROCU Grant Loss – £343k**
Gwent share of ROCU funding from Welsh Government. Under review following presentation to All Wales Collaboration Board.
- **FIRMS PERFORM module £15k**
Recurring contribution for the PERFORM module.
- **Investment Fund £1.206m**
Reversal of investment Funding as consumed in 2019/20.
- **Single On Line Home Platform £69k**
Part year recurring cost for the Single Online Home Platform
- **NPCC Undercover Policing Public Inquiry Coordination Team £10k**
New contribution towards NPCC projects
- **GP Contribution to SARC £69k**
Phase 1 recurring cost for new SARC model. Approved by SIB
- **Court Income £(50k)**
Increase of Court Income budget target
- **Custody Detainee Income £17.5k**
Reduction of number of immigrants detained since 2016/17 by 79% to 2019/20 (76 to 16)

- **SWP ICT Costs £242k**
Cost towards ICT support for Collaborative schemes
- **Wellbeing Schemes £52k**
Rationale provide. See separate Budget rationale sheet to see individual schemes.
- **Training Income £44k**
L&D no longer providing driver training to SWP as they are at full capacity due to the recruitment drive.
- **Recruitment Costs £41k**
This includes increased police staff marketing, psychometric testing (3 days @ £3k each), marketing for campaigns/events, promotional video and merchandise and specialist recruitment costs (for example, heads of Dept.)
- **Force Medical Advisor £20k**
Increase in cost for health screening for new recruits in 2019/20
- **PFI Grant Reduction £232k**
Prudent estimate of a 40% reduction in WG PFI Grant following submission of the voluntary termination business case to WG. A 40% reduction is the worse case scenario, in that if the Commissioner still receives 60% of PFI grant from the WG, the voluntary termination business case still provides a financial benefit to Gwent.
- **Trauma Resilience Grant Cessation 50k**
Funding for the grant runs out in 2020/21.
- **Early Action Together (EAT) £340k**
Requirement to fund existing Local Authority staff in delivering the EAT Programme in Gwent, to ensure short term sustainability and delivery of the project to evaluation stage during 2020/21. This is in anticipation of the withdrawal of PTF grant from the Home Office for 2020/21. Previously approved in SIB
- **IOM Diversion Project – £140k**
Gwent application for increase for contribution to IOM Diversion Project. Approved by SIB
- **DSD Reform £184k**
Paper approved in SIB
- **Victim's Hub £367k**
Aligning all services for victims from other budget headings, to ensure we have a complete picture of how much is being spent on Victims Services in Gwent. Growth also due to placing previous reserve funded expenditure for sexual assault and child sexual exploitation services onto a recurrent basis; and an increase in the Victims Support Contract price.
- **PCC Commissioning Pressures £197k**
Growth primarily due to placing previous reserve funded expenditure for youth diversion and Youth Offending Services (YOS) onto a recurrent basis.
- **East/West Additionality £523k**

Increased cost for the additional 11 posts

- **Anti Corruption Unit DC £49k**
Approved by SIB
- **Corp Comms £182k**
Restructure approved by SIB
- **Driver Trainers £124k**
Approved by SIB – reverse in 2022/23
- **Anti-Corruption Staff £69k**
Approved in SIB
- **SPOC restructure £39k**
Approved in SIB
- **Op Uplift £379k**
Funding and spend for operation uplift
- **Uplift adjustment**
Adjustment for the posts already consumed by decision (16wte)
- **Temporary Post – Police Officers £1.3m**
- **Temporary Posts – Police Staff £722k**

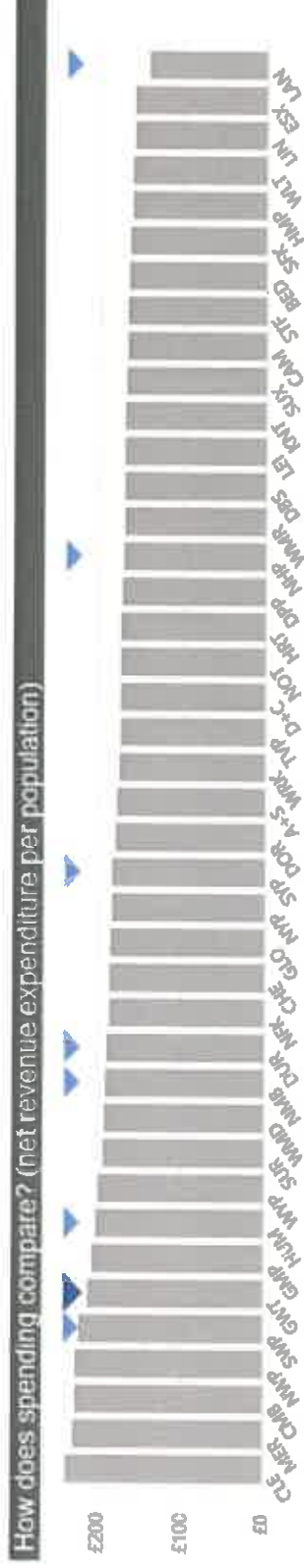


HMICFRS Value for Money Profiles 2019

Key Headlines

Finance Headlines

- Gwent has the 6th highest net revenue expenditure per population (£213.20 NRE/pop):



- This is the same position as 2018 (£206.84 NRE/pop)

- In last 12 months, spending has increased in the following objectives:

- Public Protection by 23%
- Investigations by 17%
- Criminal Justice Arrangements by 16%
- Road Policing by 10%
- Dealing with the public by 8%
- Operational Support by 2%
- Support Functions by 2%.

- Spending has decreased in the following objectives:

- Intelligence by 8%
- Local Policing by 3%
- Investigative Support by 1%.



Outliers

- Gwent Police are outliers in six objective areas:

- Support functions
- Local policing
- Dealing with the public
- Road policing
- Operational support

6) Public protection (spends less than other forces)

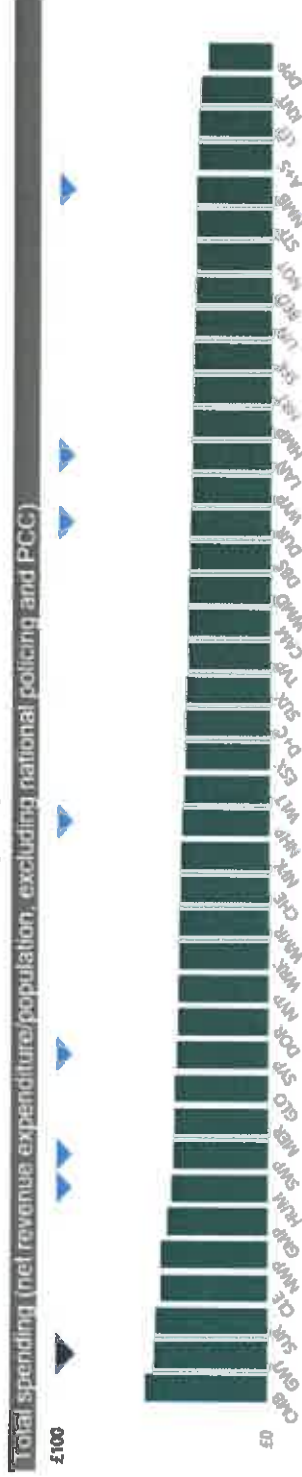
Objective	NRE Force (£K)	NRE/pop-Force (£)	NRE/pop-MSG (£)	Difference (v MSG, £)	MSG cost of diff (£K)	NRE/pop-all forces (£)	Difference (v all, £)	All force cost of diff (£K)	Outlier
Support functions	£32,012	£53.93	£40.59	£13.34	£7,919	£40.31	£13.62	£8,084	y
Local policing	£45,389	£76.46	£67.10	£9.36	£5,556	£66.57	£9.89	£5,873	y
Deal w/ the public	£9,785	£16.48	£13.05	£3.44	£2,040	£12.30	£4.18	£2,481	y
Road policing	£3,682	£6.20	£3.97	£2.23	£1,326	£3.76	£2.44	£1,450	y
Operational supt.	£6,221	£10.48	£8.62	£1.86	£1,104	£8.80	£1.68	£997	y
Central costs	£4,527	£7.63	£8.27	£-0.64	£-382	£7.35	£0.27	£162	-
Crim. just arrange.	£6,394	£10.77	£11.77	£-1.00		£10.73	£0.04	£23	-
Investigations	£5,310	£8.95	£9.16	£-0.21	£-125	£8.91	£0.04	£22	-
Investigative supt.	£2,664	£4.49	£4.74	£-0.26	£-152	£4.76	£-0.27	£-161	-
Intelligence	£4,131	£6.96	£6.64	£0.32	£188	£7.50	£-0.54	£-323	-
Public protection	£6,445	£10.36	£11.61	£-0.75	£-447	£12.11	£-1.26	£-509	y
Total	£126,559	£213.20	£185.52	£27.69	£16,436	£183.11	£50.09	£17,862	y

- The six outliers outlined above are the same as 2018 except last year Criminal Justice Arrangements and Central costs were listed as areas where Gwent spends significantly less than other forces.



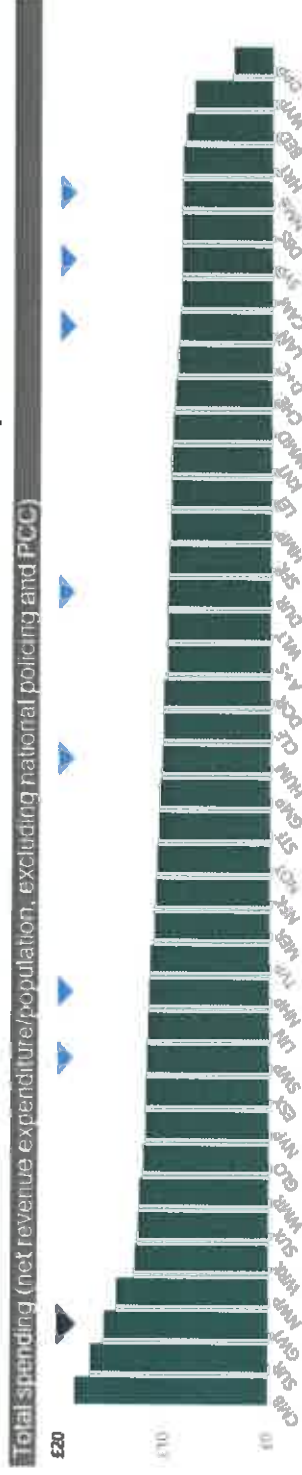
1) Support Functions - £8,084,000 all force cost of difference

- The overall all force cost of difference for Support functions has reduced by £1,048,000 compared to 2018.
- Gwent has the second highest total spending/population in this area:



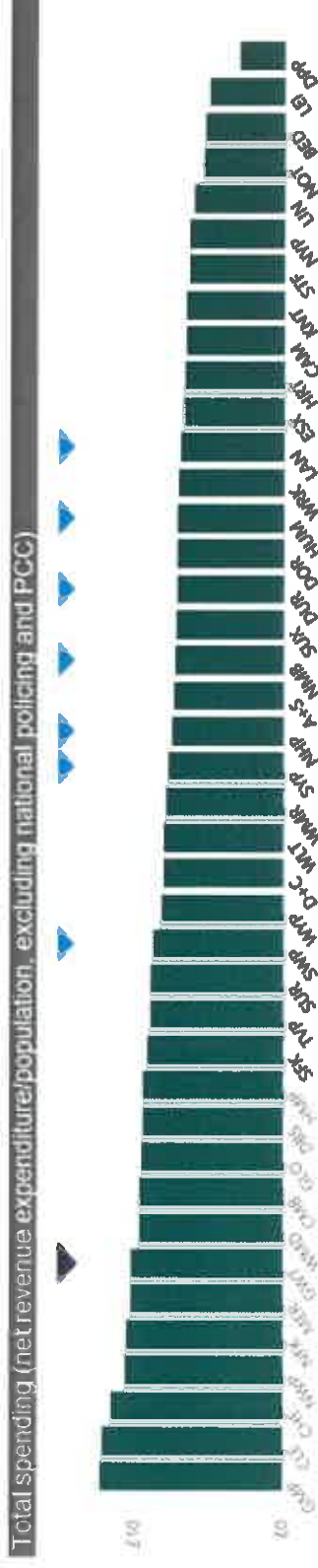
- The force is an outlier in the following five areas:

- 1) ICT - £3,150,000 all force cost of difference (£3,897,000 in 2018). Most significant area is non-employment costs and specifically TPP-collaboration (£4,000,000 all force cost of difference).

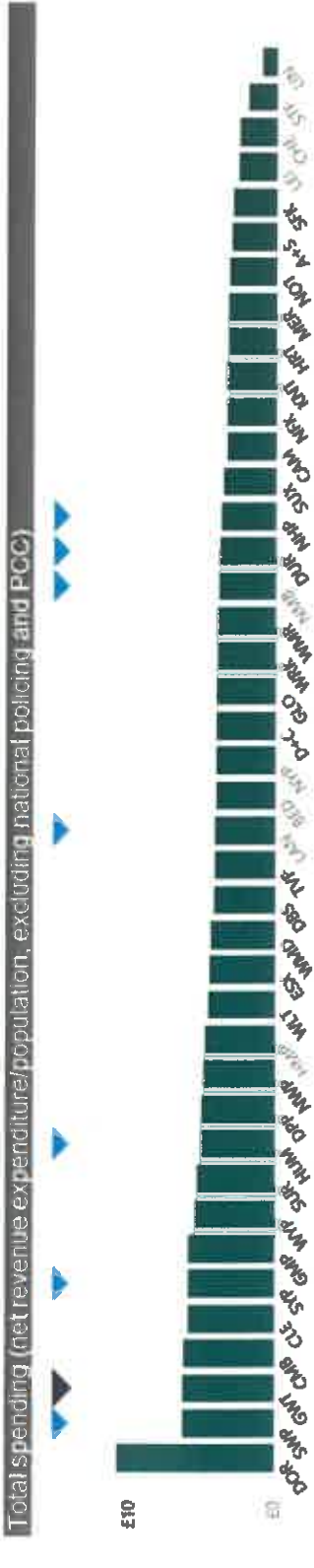


1) Support functions - £8,084,000 all force cost of difference (cont)

- 2) **Estates** - £1,185,000 all force cost of difference (£1,086,000 in 2018). Most significant area is non-employment costs and specifically TPP-collaboration, followed by premises.

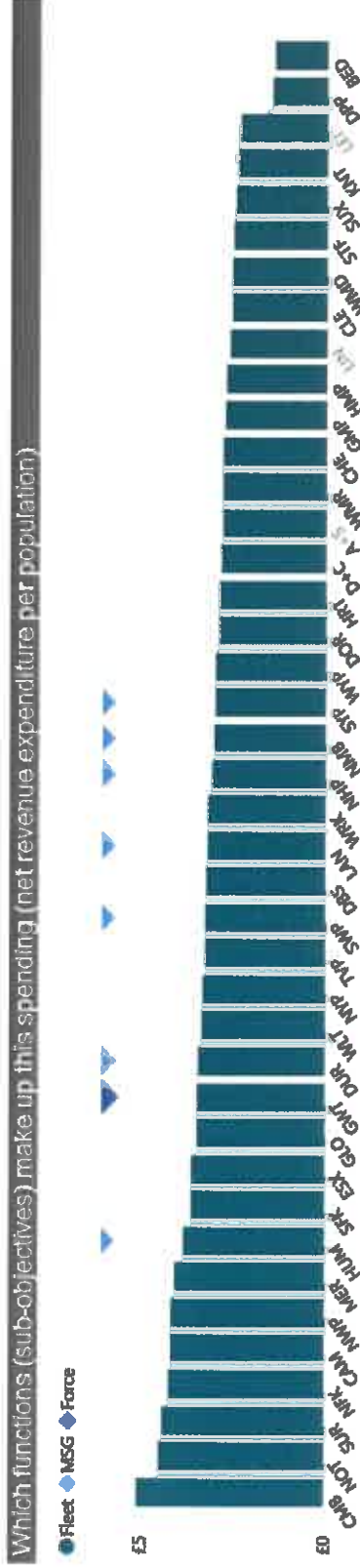


- 3) **Training** - £1,160,000 all force cost of difference (£856,000 in 2017/18). Most significant area is other employment costs followed by police officer cost. Spend for this department has increased since 2018.

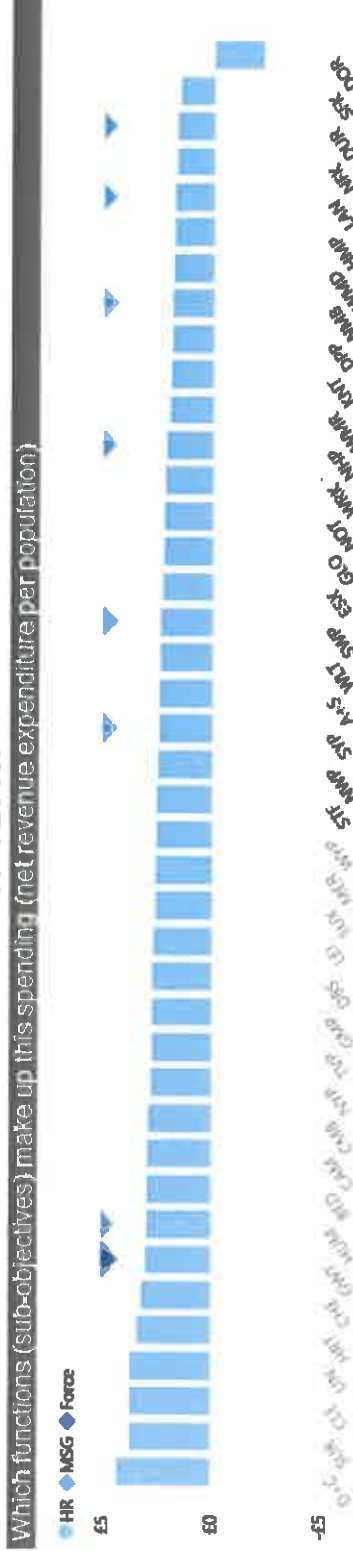


1) Support functions - £8,084,000 all force cost of difference (cont)

- In 2018 Fleet was listed as an outlier but does not in 2019:



- In 2018 HR was listed as an outlier but does not in 2019:



- In 2018 Insurance/risk was listed as an outlier where the force underspends compared to other forces but does not in 2019.



2) Local Policing - £5,873,000 all force cost of difference

- The overall all force cost of difference for Local Policing has reduced by £2,824,000 compared to 2018.
- The force is an outlier in the following four areas:
 - 1) **Incident/response mgt.** - £9,965,000 all force cost of difference (**-£15,444,000** in 2018). Most significant area is *police officer cost*. This is linked to a decision made by a national workforce planning group to include all officers with the term 'patrol' in their job title.
 - 2) **Community Liaison** - £2,729,000 all force cost of difference (£2,305,000 in 2018). Most significant area is *police officer cost*
 - 3) **Neighbourhood policing** - **-£4,954,000** all force cost of difference (£24,683,000 in 2018) PCSO cost is higher than other forces however *police officer cost* and *local income* is lower than other forces *As per above*, 'patrol' officers are now included in Incident/response mgt.
 - 4) **Local investigation/prisoner process** - **-£1,674,000 (-£2,850,000** in 2018) all force cost of difference. Most significant area is *police officer cost* followed by *other staff cost*



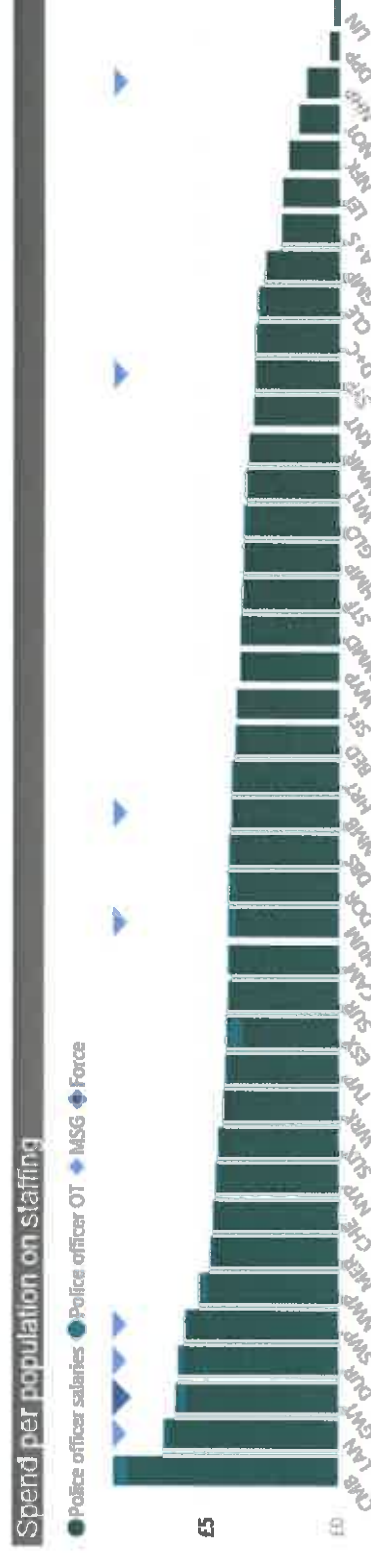
3) Dealing with the public - £2,481,000 all force cost of difference

- The overall all force cost of difference for Dealing with the public has increased by £341,000 compared to 2018.
- The force is an outlier in one area:
 - 1) **Central comms. Unit** - £2,924,000 all force cost of difference (£1,386,000 in 2018).
 - a) The biggest increase since 2018 is police officer cost which has increased from £495,000 all force cost of difference to £1,334,000 in 2019 (officer numbers have increased from 25 in 2017/18 to 41 in 2019).
 - b) Other staff cost has also increased from £1,031,000 all force cost of difference in 2018 to £1,649,000 in 2019. Police staff numbers have increased from 132 in 2017/18 to 156 in 2019.
 - Last year the force was an outlier for Front desk (£362,000 all force cost of difference). This is now an area where the force underspends compared to other forces (-£327,000 all force cost of difference). Staff numbers have reduced from 35.4 in 2017/18 to 13.8 in 2019



4) Road Policing - £1,450,000 all force cost of difference

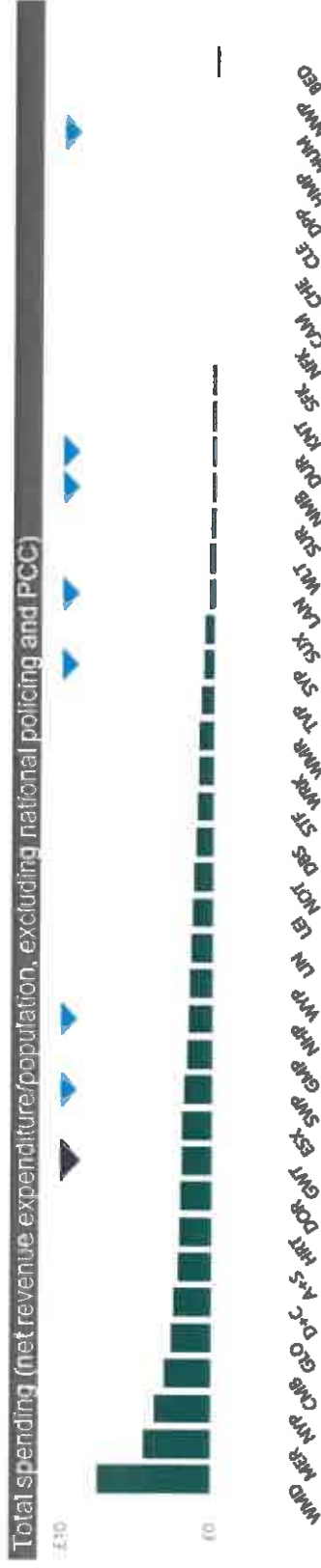
- The overall all force cost of difference for Road Policing has increased by £78,000 compared to 2017/18.
 - The force is an outlier in one area:
- 1) **Traffic units** - £1,216,000 all force cost of difference. Outlier in police officer costs (police numbers have increased from 52 in 2017/18 to 59 in 2019).



5) Operational Support - £997,000 all force cost of difference

- The overall all force cost of difference for Operational Support has decreased by £224,000 compared to 2017/18.
- The force is an outlier in one area:

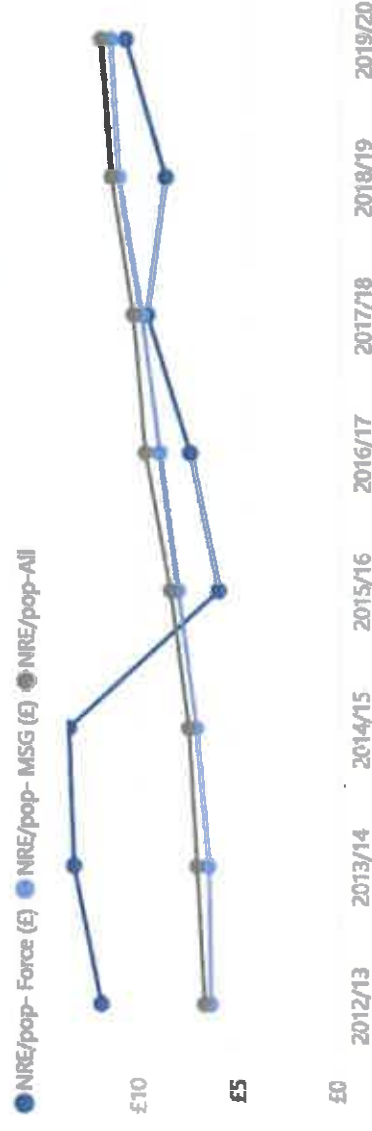
- 1) **Advanced Public Order** - £270,000 all force cost of difference. This is a reduction since 2018 (£294,000) however Gwent is now listed as an outlier for police officer costs although police officer numbers (18) have remained the same since 2017/18.



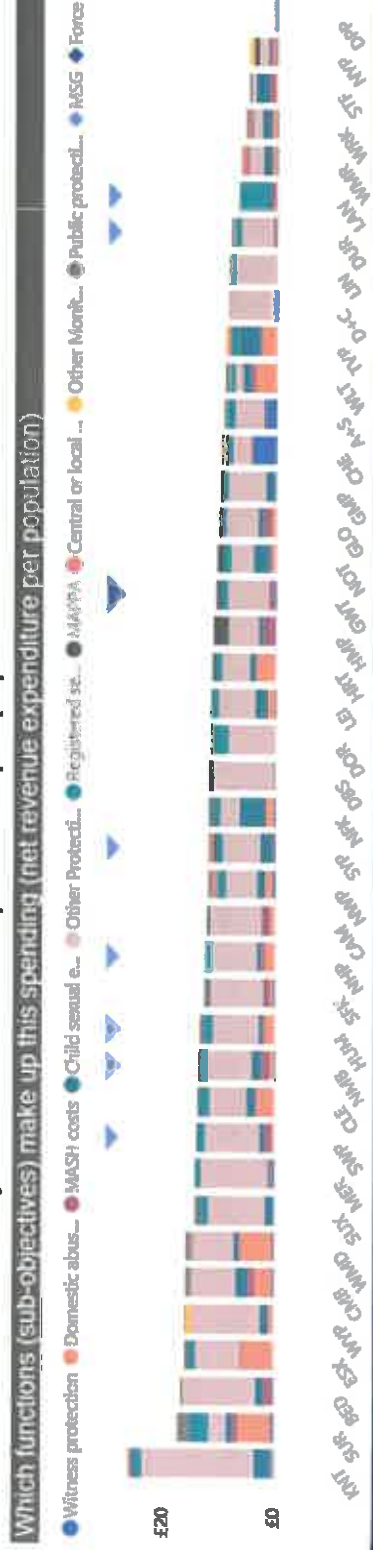
6) Public Protection - -£745,000 all force cost of difference

- The overall all force cost of difference for Public Protection has increased by £852,000 compared to 2018.
- Total spending (net revenue expenditure/population) has increased by 23% from £8.83 in 2018 to £10.86 in 2019. This is the largest percentage increase across all of the objectives.

How has spending changed (net revenue expenditure per population)



- Gwent sits 25th nationally for net revenue expenditure per population:

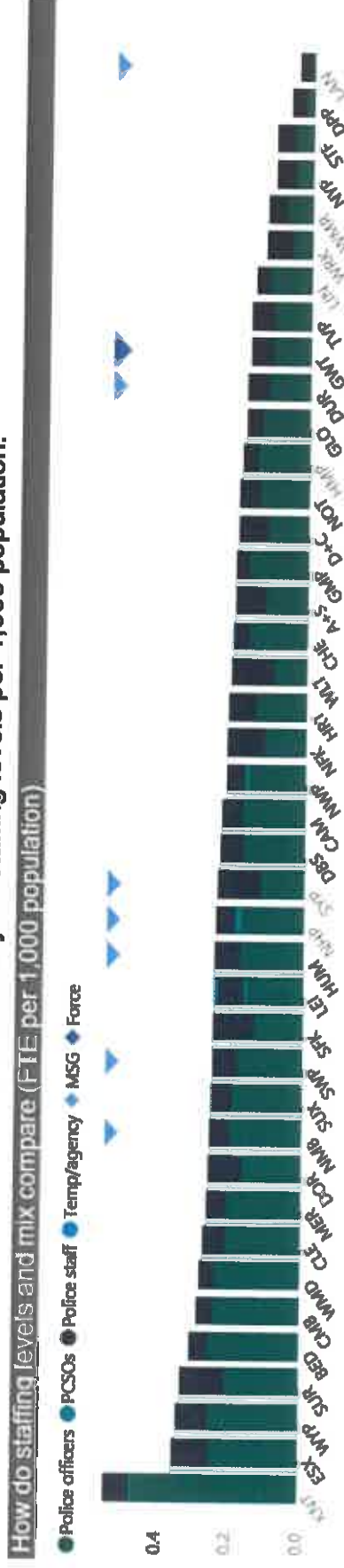


6) Public Protection - -£745,000 all force cost of difference (cont)

- The force is an outlier in the following three areas:

- 1) **Domestic abuse, DAO and IDVA costs** - -£819,000 all force cost of difference (-£835,000 in 2018). Outlier in police officer costs.
- 2) **Child sexual exploitation Inv.** - -£727,000 all force cost of difference. (-£608,000 in 2018). Outlier in police officer costs.
- 3) **Other Protecting Vulnerable People (PVP)** - £381,000 all force cost of difference (reflected differently compared to 2018). Lower police officer costs but higher other staff cost and non-employment costs.

- Gwent is at the lower end of the scale nationally for staffing levels per 1,000 population:



For OPCC use only

Office of the Chief Constable

I confirm that the attached report has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for monitoring purposes.

Signature:

Nigel Stephens

Date: 22.11.19

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:

Jeff

Date:

26/11/19

