



Police and Crime Commissioner and Gwent Police

External Funding and Income Optimisation Strategy 2022 – 2025

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Introduction

The aim of this Strategy is to provide a clear approach for maximising income generation, ensuring income is recovered in an ethical and timely manner and provides added value to existing Gwent Police services.

The purpose of this document is to support the Office of the Gwent Police and Crime Commissioner (OPCC) and Gwent Police's aim for transparency, providing reassurance and building trust. It will outline assurances in place and set out the reporting arrangements and governance required to support this Strategy.

Current Overview

Gwent Police and the OPCC together constantly strive to improve the quality of service, deliver safer and stronger communities and build a police force equipped to effectively respond to challenges, both today and in the future. However, the operational and strategic landscape of policing continues to change rapidly and the types of crime and the methods of committing them are constantly shifting. These new demands require policing to constantly evolve in order to successfully respond to this changing volume and complexity, but ensuring our response is fit for purpose requires continuous investment.

The last two years have been particularly difficult for policing in providing a day-to-day service whilst also dealing with the exceptional challenges of a global pandemic. Police forces have spent extra money on protective equipment and technology during lockdown with costs running into an estimated £100m from March 2021 to June 2021. The introduction of national strategies such as Netzero and Build back Greener puts additional pressure to invest in technology and infrastructure to reduce the carbon footprint. Furthermore, cutbacks in statutory provision in Wales such as mental health services and youth services adds additional pressures on policing services in handling increased levels of ASB and complex incidents (see appendix 1 for PESTEL assessment on page 19).

However, during this time Gwent Police has shown determination to push forward with substantial change in order to improve the quality of its service and provide value for money for the residents of Gwent. It has done this through process and technological improvements, acceleration of efficiency schemes via the Force's Service Improvement Programme, identifying and reducing demand, working collaboratively with partners, and expanding our workforce. Over £50 million has been saved since 2009.

Challenges are ongoing and we have more improvements to make. It is therefore critical that we continue to identify efficiencies where possible and optimise external funding and income generation opportunities.

Income generation is being completed by Gwent Police on a team-by-team basis. Some teams have income generation built into their roles but collectively this has not

been monitored as a single approach or process. A full list of the Forces' strengths, weaknesses, opportunities and threats for income generation are detailed in appendix 2 on page 20. A dedicated post in Gwent Police has been created to oversee all external funding and income generation revenues and provide reassurance that as an organisation, we are optimising the opportunities available. As a member of Blue Light Commercial we now have access to a regional partnership of external funding and income generation leads in other Forces, as well as the expertise of the Blue Light Commercial team. Whilst there are many areas for improvement, we have a strong learning culture with a drive to improve performance in all that we do.

As an organisation (Gwent Police and the OPCC) we need a strong external funding and income generation approach that is planned, focused, based on a sound evidence base and in compliance with our Manual of Governance and applicable laws and regulations. This new Strategy therefore aims to provide a clear purpose for external funding and income generation, supported by strong leadership and governance. It also sets out a single point of contact who will provide assurance, strengthen collaboration and actively seek opportunities to explore.

Income Generation Opportunities

Police forces in England and Wales are each given funding to deliver their services from four main sources:

- Home Office
- Ministry of Justice
- Welsh Government
- Police precept component of local council tax

Guidance for Forces

There are six main income generation opportunities:

1. Fees and Charges, including Special Policing Service (SPS) and Mutual Aid
2. Grants
3. Sponsorship and Donations
4. Registered Charities and Trusts
5. Section 106 Agreements
6. Other Income

1. Fees and Charges, including Special Policing Service (SPS) and Mutual Aid
The Association of Chief Police Officers (ACPO), now the National Police Chief's Council (NPCC) developed the ACPO Income Generation Guide for the Police Service

in England, Wales and Northern Ireland - 2010 (met.police.uk). This guidance provides practical advice on income generation opportunities and an overview of legislation that impacts on them. The Force will remain cognisant of this guidance within its income generation practices.

Charging for Police Services, Supplies and Products.

The power to sell goods and services is that of the Commissioner and does not extend to operational services. Section 18 of the Police Act 1996 allows for the legitimate charging of certain standard police services such as the provision of training in particular skills, the provision of appropriate information from police databases, accident records, firearm certificates and goods and services/products. This includes intellectual property. Forces should ensure that charges are increased annually inline with inflation and use the appropriate costing methodology.

Special Police Services

For the most part, policing is part of centrally and locally tax-funded services. In this way most policing is provided as a public service. There are some functions that police officers perform that are provided beyond their ordinary public duty, and in some of these cases there are powers in law for a Police and Crime Commissioners to recover the costs of this additional policing, under the provision of 'Special Police Services.'

The NPCC has developed the NPCC Guidelines on Charging for Police Services: April 2022 guidance on charging for police services (reviewed annually). This guidance is intended to offer a clear charging framework that will be of value both to police resource managers and to organisers of events, who may incur costs connected with police services requested.



NPCC Guidelines on
Charging for Police Services

Mutual Aid

Mutual aid is the provision of policing assistance from one force to another in specific instances. As such, mutual aid is usually provided in response to or in anticipation of a major incident or event. Mutual aid activity ranges from small scale, inter-force support, through reacting to a significant or serious incident or, in some cases, supporting a force or government department in a large pre-planned event. It provides an overall resilience to the provision of effective policing of the incident and force area in question.

The National Police Chiefs Council publishes updated guidance as necessary. The latest guidance covers the charges that can be made for the provision of mutual aid to

another force and the methodology that should be used when forces seek to make changes to recover the costs of providing mutual aid.



NPCC Guidelines on
Charging for Police Services

2. Grants

External grant funding is a valuable means of tapping into monies that can make a large impact in augmenting the Gwent Police and OPCC budgets. There are a number of sources of grant funding available on a national, regional and local basis, e.g. Home Office, Welsh Government, Big Lottery Fund, Carbon Trust and national and local Charitable Trusts. However the number of opportunities available to the Police as a lead applicant are low with more opportunities available for charities and third sector organisations to apply.

The process of bidding for grant monies can be both complex and time consuming depending on the fund and the amount of money on offer. However, the more complex the funding process, the more likely to generate greater financial benefit. Grant processes are typically very competitive, with funds being oversubscribed with high calibre applications.

It is therefore essential that a project can meet the full funding criteria set by the funding organisation before applications will be considered eligible.

The identification of grant funds and the submission of grant bids needs to be a proactive process. Ideally, ideas that emerge for projects and statistical work produced in relation to them should be kept on file so that when appropriate funding opportunities arise, business cases and grant applications can be more easily assembled with any supporting documentation required to meet the grant deadline. The timing between grant announcements and grant application deadlines are often between six to eight weeks. Therefore, to have projects already semi, or completely developed in anticipation of a relevant funding stream announcement, provides more chance of success than a hurriedly and ill-considered proposal and application.

Successful grant applications are generally awarded on the basis of evidencing an identified need which supports clear priorities from a national, regional and local context and will come with grant conditions, usually evidential, which will need to be factored into considerations as to whether these are achievable.

3. Sponsorship and Donations

Sponsorship is a commercial arrangement in which a sponsor provides a contribution in goods, services or funding to support a police activity in return for specified benefits,

usually public acknowledgement and recognition. There is however a cap under financial regulations as to the amount of sponsorship we are able to receive in any financial year.

Sponsorship allows us to finance projects that otherwise could not be carried out. It also gives us an opportunity to work in partnership with other people and organisations for the benefit of the public.

However, we won't allow any of our operational or statutory services to become dependent on sponsorship or allow it to compromise the Chief Constable's authority over operational policing or force priorities.

When seeking sponsorship, its suitability will be judged against our objectives and we would never seek funding for the sake of it. It must be clear that we cannot provide or imply any endorsement to the sponsor, services or products of a sponsor.

4. Registered Charities and Trusts

Police charities and trusts have been set up in partnership with the community, all over the country to complement and support the work of communities within a policing area. Charities are set up not solely to generate income they have to have a charitable purpose. For example to provide support and rehabilitation to those who have been injured on duty, for families and loved ones and to provide additional resources to help maintain horse and dog units. They are an independent body to the Force, with its own management structure, Board or Trustees and administrative responsibilities such as submitting annual charity returns and would be regulated by the Charity Commissioner.

Registered charities and trusts can access a range of grant funding which is not available to statutory bodies. They can also take advantage of various tax benefits such as Gift Aid and

5. Section 106 Agreements

Section 106 (S106) Agreements are legal agreements between Local Authorities and developers; these are linked to planning permissions and can also be known as planning obligations.

S106 agreements are drafted when it is considered that a development will have significant impacts on the local area that cannot be moderated by means of conditions attached to a planning decision. A planning obligation will aim to balance the pressure created by the new development with improvements to the surrounding area, ensuring that where possible the development would make a positive contribution to the local area and community. The most common obligations in Gwent are affordable housing, highways, education, and leisure.

Gwent Police operates across five Local Authorities and each Authority decides whether they operate via S106 or Community Investment Levy (CIL). CIL is a charge which can be levied by local authorities on new developments in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support developments in their area.

Some forces in England have gained success and been granted funding following a robust business case to the local authority. However, the process is resource and time intensive so the benefits must outweigh the time put in. Gwent Police will work with all Gwent Local Authorities to investigate the possibility of accessing funding through this route.

6. Other Income

Across Gwent Police and the OPCC, income and cost recovery are also collected by several other avenues such as:

- Local Partnership Funding
- Sale of Vehicles
- Found Property Receipts
- Firearms licences
- Estate Rental Income
- Mast Rental Income
- Training
- Speed Awareness Courses
- Seconded Officers Income - Inter Force
- Income from Collaborative Arrangements - Inter Force
- Detention of Illegal Immigrants
- Police Federation Recharges
- Court Income
- Jury Service Payment Recovered
- Asset Recovery Incentivisation Scheme through the Proceeds of Crime Act

Performance against income generation sources

Fees and charges including SPS and Mutual Aid	SPS generates a healthy return back into the organisation. The lockdown in 2020 had a substantial impact on income reducing SPS by 84% and Mutual Aid by 46% in comparison to the previous year. Both areas have grown again in 2022 and following a review of rates and processes in 2022, we will
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	<p>ensure costs are calculated correctly and are a true reflection of current costs and are recovered.</p> <p>Gwent Police do not offer SPS as an option for organisations who wish to have a more proactive policing presence on private land (over and above what current provision we can provide) for example, retail parks.</p> <p>Large local events are also not offered SPS as an option, instead stewardship is encouraged. Reasons at present are unknown, but this may be due to no legal requirement or associated cost.</p> <p>Requests for SPS to accompany abnormal loads is also anticipated to grow due to the increase in demand for wind turbines coming into the area and due to the success of local football teams in the league.</p> <p>Income generated by 'other income' also creates a good return back to Gwent Police. Firearms licences, training, accident reports, speed awareness training and mast rental alone can create up to £137,806 of income/cost recovery.</p> <p>At present the OPCC does not receive any funding from the Late Night Levy and little is known if local authorities in Gwent exercise this.</p> <p>Further investigation work will be completed on how Gwent Police operates the Property Police Fund Act.</p> <p>The Data protection Team have implemented the 2021/22 disclose fees as per the NPCC guidance.</p>
Grants	<p>In 2021 Gwent Police had success with 85.5% of grant applications. This resulted in an additional £1,535,735.32 additional income generated. These monies supported work to tackle acquisitive crime in identified communities, improve safety for women and girls in identified parks, provided safety items for victims of domestic abuse, and funded cross county line activities.</p>
Sponsorship and Donations	<p>There has been a number of small successes in recent years. Partnerships with contractors sponsoring staff awards has proved successful generating £6000 as well as working with local car dealers who provided a 4-wheel vehicle for the use of the Rural Crime Team. The process was lengthy and challenging to complete and the vehicle could not be used for what it was intended for.</p> <p>Some light touch investigation work was completed in 2020 with Merseyside Police who use donations to support the running costs of their horse unit. Sponsorship and donations are an area with potential which need to be explored and developed in Gwent Police in line with the guidance.</p>

	The OPCC/Gwent sponsorship and donations policy will be updated in April 2022.
Charitable Trusts	To date setting up a charitable trust has not been fully explored by the organisation and at present there is no appetite to explore setting up a separate charity / trust.
Section 106	No additional resources have been generated by Section 106 as this has never been piloted. Research with other Forces have highlighted that a large amount of staff resource would need to be invested in developing relationships and business cases. The process is long, taking a number of years from consultation at planning stage, through to business case development, submission and final decision by the local authority. Further work will be carried out to determine if this is a viable option.
Other Income	Partnership income is made up of funding from a variety of organisations working collaboratively with the Police to deliver specific services or projects. This has gradually increased year on year for the last five years totalling £9,836,942.61 in 2020. Asset sales provided £301,000 of income in 2021 but no income had been generated in the previous four years. The Estates Strategy 2020 highlights future plans for a number of asset disposals in the coming years due to the reduction of police owned sites.

Current Financial Position

After reflecting the 2022/23 Final Settlement; the estimated impact of years two and three of Comprehensive Spending Review (CSR) 2021; Covid-19; Brexit and the Police Funding Formula review; and further funding pressures, the recurring funding deficit for 2026/27 is forecast to be £14.102m. Further savings have therefore been targeted, resulting in a net funding deficit after efficiencies of £9.773m by 2026/27. A significant period of financial uncertainty therefore still awaits the OPCC and Gwent Police. However, Gwent Police has a strong track record of operating within funding constraints and will continue to manage reductions in real-term funding from the Government and public of Gwent, throughout the period of the Medium-Term Financial Plan.

The Future

Over the next 10 years, current and future trends will converge at a rapid rate to increase the number and complexity of issues facing policing. Some of these issues, such as terrorism, cyberattacks, climate change and decarbonisation could give rise to severe and imminent disruption. Other issues, such as demographic change and the growing influence of non-state actors (for example climate change activists), will

develop more slowly but in ways that are no less consequential. While emerging technologies such as artificial intelligence, robotics, biotechnology and quantum computing will connect and empower people like never before, trends such as nationalism, rising inequality and increasingly resonant disinformation could cause societies to become more divided.

Each challenge will take up an increasing amount of policing's capacity, adding new layers of complexity to existing demands and raising important questions about how policing is organised, resourced and governed.

Taking this into account, it is imperative that the organisation maximises external funding, income generation opportunities and local partnerships that will support them in meeting these additional demands over and above its statutory responsibility to be able to foster and encourage innovation and to ensure value for money.

Supporting Policing Priorities

This Strategy aims to support national, regional and local priorities as follows:

The National Police Chief's Council (NPCC) has set out their policing vision for 2025. This includes a focus on:

- Local policing: Tailored to society's complex and diverse needs – with the delivery of public protection being informed by community priorities and robust evidence-based demand analysis.
- Specialist capabilities will be better prepared to respond to existing and emerging crime types.
- The police service will attract and retain a workforce of confident professionals able to operate with a high degree of autonomy and accountability and will better reflect its communities.
- Digital policing will make it easier for the public to make contact with the police wherever they are in the country, make better use of digital intelligence and evidence and transfer all material in a digital format to the criminal justice system.
- Policing will be agile and outward focused. Police forces and their partners will work together in a consistent manner to enable joined up business delivery around policing support services and community safety
- Clear accountability arrangements will support policing at local, cross-force and national levels.

The Gwent Police and Crime Commissioner' Police and Crime Plan sets out a clear vision for policing in Gwent the next four years.

Priorities are as follows:

- Keep Neighbourhoods Safe: Tackling crime and anti-social behaviour that impacts the safety and well-being of communities in Gwent.

- **Combat Serious Crime:** Preventing and reducing crimes that cause significant harm to communities and victims.
- **Support Victims and Protect the Vulnerable:** Providing high-quality support to victims of crime and protecting those who are most vulnerable from harm.
- **Increase Community Confidence in Policing:** Working with Gwent Police to improve our relationships with our communities and improve public confidence in policing.
- **Drive Sustainable Policing:** Providing a value for money police service that operates responsibly, with sustainable infrastructures that support current and future demands.

The Gwent Police Delivery Plan 2021-2024 focuses on day-to-day operational and strategic requirements, whilst taking account of projected future need. This priorities are:

- Reducing crime
- Equality, diversity and inclusion
- Public confidence
- Victim services
- Wellbeing
- Operation Uplift

This plan focuses on tackling offending, supporting victims and increasing community confidence in policing. Additionally, there is a focus on driving forward sustainable policing practices to ensure a more efficient, environmentally friendly 21st Century police service.

Vision for Income Generation

To make Gwent Police a centre of excellence for income generation and external funding 'know-how'.

Purpose of External Funding and Income Generation

The purpose of the external funding and income generation strategy is:

- To support the delivery of the Police and Crime Plan, by maximising the resources available,
- To support front line policing to target local issues in communities,
- Maximising budgets ethically, funding positive action and change which make Gwent safer.

Values

Transparent
Proportionate
Open
Focussed

Strategic Objectives

- People: A single understanding and a consistent approach to income generation across Gwent Police by March 2023.
- Process: Efficient and effective processes and governance by March 2023.
- Customers: Strong strategic partnerships and collaboration achieving common goals improving confidence and perceptions of Policing by March 2024.
- Financial: Financial resilience through increased revenue streams and full cost recovery as appropriate for Gwent Police by March 2025.

Principles

- The Organisation will have a robust income generation approach which is focussed on supporting the delivery of the Police and Crime Delivery Plan and priorities of the Chief Constable.
- A structured and measured programme of income generation opportunities and activities will be taken forward to assist Gwent Police in protecting the people of Gwent.
- The Organisation will undertake fair and effective charging in accordance with application guidance, legislation and regulations.
- The Organisation will explore new avenues of income generation which will support the delivery of the PCC's Police and Crime Plan and assist in driving sustainable policing within its policing powers.
- All avenues of income generation will be undertaken in an ethical manner and in accordance with the Manual of Governance with robust control measures in place to mitigate risk.
- There will be a strong focus on measurement so that the Organisation can clearly evidence the benefits to policing and impact on communities.

Approach to implementing the strategy

The approach to improving income generation will be a phased approach over the next three years. The organisation is on a journey and it is important that it learns and adapts along the way.



Phase One – the Here and Now

Phase one will focus on the here and now, getting better at what we do currently. It is important that a strong foundation is built which will provide a solid base on which to develop and grow (phase two).



Pursue monies that aid the Commissioner and Chief Constable in delivering the Police and Crime Plan and Gwent Police Delivery Plan

Income generation and external grant applications must support the delivery of these plans to ensure resources are targeted where it's needed. Developing external grant applications are timely and resource intensive, therefore opportunities must only be sought that directly link to the priorities within the plans.

Update SPS costing model and develop local policy and review all charging rates

The main priority is to ensure our charging model is up to date and reflects current rates which are reviewed on an annual basis. As an organisation we must fully understand our full economic cost and direct costs as well as be clear about what events we charge for at what rate. Our costing model needs to be transparent and easily understandable. This will be detailed in a local Charging Policy which is easily accessible for staff and partners. It is important to build an elevated level of customer care and transparency as we serve the paying customer. Service standards, an information booklet detailing the costing model and service evaluation would add value to the customers experience. Reviewing our charging rates annually will also ensure that as an organisation we continue to charge appropriately. Reviewing our charge rates for common items based on the minimum rate charges detailed in the NPCC guidance will also be completed as well as continuing to work with Blue Light Commercial to review areas such as cell accommodation and review of Firearms Licensing.

A new area to explore is the use of SPS at events, outside of football. At present SPS has not been offered as an option for large events through the Events and Safety Advisory Groups, which are led by the Local Authority. A greater understanding of this area needs to be developed and a decision made on whether as an organisation we could offer this service if requested by a third party. When considering this we must ensure it would cause no issues with capacity or core function.

At present the organisation does not receive funding from any of the five local authorities operating in Gwent from the implementation of the Late Night Levy but this is a avenue to explore with the licensing local authorities in areas which have a higher demand for policing due to the number of late opening alcohol suppliers.

Further investigation work will be completed on how Gwent Police operates the Property Police Fund Act.

Review updated NPCC guidance and update recovery processes accordingly

Gwent Police's Force Planning Team oversee mutual aid recovery. The team have highlighted a number of areas for improvement, they include:

- Improved engagement across departments when planning for mutual aid.
- Review the updated guidance and update the costing model as needed.
- Reviewing deployment records and resource duty records to make better use of resources, improving efficiencies.

Improve income planning, project management and measures

It is important to understand what money is coming into which departments of the organisation. On occasions income generated is not easily identified as it is paid into team budgets. It is also difficult to understand first-hand what is ring fenced and what can be allocated to services/projects. To do this we must budget for income and provide targets for teams that generate income. We will foster a belief that teams can achieve more by generating and maximising income through coaching and mentoring staff, providing guidance, and support from specialist staff. Effective planning will allow the organisation to be less reactive to opportunities and more proactive, firstly developing projects and secondly seeking the appropriate funding. Performance measures and measuring methodology will be developed at the project initiation stage. It is also important that the organisation reflects and learns from previous grant application processes and delivery of externally funded projects, always striving to do better.

Develop a Sponsorship Offer and Sponsorship and Donations Policy

Gwent Police have delivered a small number of sponsorship opportunities in recent years. We will improve internal processes so that opportunities are maximised and delivered in a professional way. This will involve developing a 'Sponsorship Offer,' marketing campaign, robust terms and conditions, service standards and strong project management and relationship management. The sponsorship and donations policy will be reviewed and updated by April 2022.

This work will also involve exploring with Procurement services how we can maximise Corporate Social Responsibility, and expand on social clauses in procurement contracts, beyond targeted recruitment and training.

Collaboration to maximise the opportunities available

Working collaboratively with other forces and key partners will contribute to income generation directly and indirectly.

External Collaboration

Grant opportunities where the OPCC can apply directly are small. These opportunities are also extremely competitive and rely on a strong application, demonstrating good partnership working within our geographical area or across boundaries with other forces. Local authorities and housing associations are key community partners who can bring extra resources where we have a common goal. Strong links with Community Safety Partnerships, Planning Committee's, and Public Service Boards (PSBs) will support Gwent police in working together to create a safer Gwent.

Other sectors to explore and strengthen are the private sector. Gwent has a large directory of successful businesses who are potential partners for aspects such as

sponsorship, donations, and joint working. Some major banks also offer grant opportunities to the third sector organisations and it is important to be aware of what opportunities exist for our communities. We will therefore map the key businesses and be clear what benefit we hope to achieve from the partnership.

Indirectly, third sector organisations have a wider pool of grants available to them. The third sector is also a key sector in delivering grass roots preventative programmes which include helping to deter young people from crime, domestic abuse programmes and bespoke support programmes.

Internal Collaboration

Working together with internal departments such as procurement, finance, business change, corporate communications and legal are just as important. This will help to reduce the risk to the organisation, improve communication, efficiencies, and outcomes. This also includes improved use of the Gwent Police Ignite platform to engage staff in coming forward with ideas for income generation.

Phase Two – Monitor, Learn and Adapt

It is important to stop and reflect on the impact that previous changes have made. As an organisation it needs to understand the challenges, barriers and what has gone well. Below are some examples of activities that will take place.

- Review income generation at a strategic level and operational level.
- A clear plan for collaboration and work/projects that require funding.
- Introduce income generation as a local performance indicator for Teams.
- Positively influencing Local Development Plans across Gwent so that they consider the likely effect on policing.
- All Gwent Police Teams are influencing planning applications across Gwent so that new developments do not add additional pressures on local policing teams.
- Understanding what part social media can play in supporting income generation (e.g. appealing to potential sponsors) and strengthen relationship with funders and the public.
- Understanding what teams/areas are generating a greater level of 'profit' over resources invested.
- Identify areas for upscaling – asset maximisation.
- Investigate if SPS could be expended if requested by a third party.

Phase 3 – Growth

With a newfound understanding of income generation across the business and the learning gained from delivery, the organisation can start to focus on growing what is

'strong'. This includes exploring new opportunities for income generation. Below are a number of examples:

- A strong commercial mindset and culture to support income generation.
- Strong partnerships with third sector organisations pursuing external grant opportunities.
- A number of semi-constructed grant proposals ready for pursual.
- A funding request to a local authority for consideration through the S.106 fund.
- Grow identified service areas.
- Explore new product and service offerings that can generate income ensuring the relevant governance process is followed prior to taking any forward. e.g., filming in police buildings, intellectual property, video clips, advertising. This includes potential for a charity arm.
- Improve donations and maintain donor relationships across multiple digital channels.
- Assessing the sale of assets plans and processes. This includes looking at 'selling vs donating' to help create added value in communities.
- Investigate if community benefits can be added to procurement of contracts to add value in communities.
- To install a sustainable working approach to income generation.
- Potential growth of SPS.
- Review approach.

Resources

To deliver this Strategy strong commitment and collaboration from internal teams will be imperative to its success. This will include strong leadership from both Gwent Police and OPCC, collaboration with Finance, Force Planning, Local Policing Teams, Estates, HR, Procurement, Legal, Crime Operations and the Gwent Police Funding Leaders Network. This will be an internal working group made up of mainly Inspectors from the local policing team. This group will be responsible for disseminating information on income generation to the wider teams, to offer peer to peer support and discuss good practice. This will help improve knowledge on income generation and build confidence in staff.

Governance and accountability

Income maximisation will be reported to the Organisational Resources Board (ORB) on a quarterly basis through the presentation of the Income Tracker and to the Service Improvement Board (SIB) on a quarterly basis via highlight reports and an annual

report. Ad hoc reports can also be requested when needed such as to the Joint Audit Committee.

Updates will be provided in the All-Wales Productivity Board on an annual basis.

Opportunities for exploration will be forwarded to the appropriate Superintendent/Head of Service who will make the decision to explore or not. All opportunities will be recorded on the income tracker. The income tracker will provide an overview of what funding has been highlighted and what has been progressed, including details such as value and outcome. This will continue to develop as other opportunities are explored and developed, for example it will include the sponsorship register.

Strategic Evaluation

It is important to develop a variety of measures that will demonstrate the effectiveness of the Strategy. This will include:

- An implementation action plan: This will be presented to the Service Improvement Board along with a highlight report on a quarterly basis.
- An annual performance report for SIB.
- A service review at the end of year 3. This will provide lessons learnt and enable the organisation to adapt the service for the coming years.
- Developing a benchmark of the here and now so we can measure the distance travelled. This will be completed through consultation and feedback with staff and partners as well as using current income levels.

Ethical Consideration

The implementation of this Strategy will have 'none' to 'low' negative disproportionate impact on people or groups of people. However, we need to understand which roles have income generation in the job description and which roles we expect to support income generation in Gwent Police. This may be difficult to determine but this will be explored with Human Resources.

We need to ensure appropriate support is in place for staff so that the implementation of this Strategy does not discriminate, mainly those who have a disability. The policies that sit beneath this strategy will contain an Equality Impact Assessment which will ensure this has been assessed.

Appendix 1: PESTEL Analysis

Political	<ul style="list-style-type: none"> • WG Financial constraints and cutbacks, less resources available to fund statutory services which then impact on policing (youth, mental health services, streetlighting). • Home Office Strategies and Policies e.g., Net Zero Strategy • Caps on precept • Additional money for training for PCs from WG. • Home Office End Rape review
Economic	<ul style="list-style-type: none"> • Inflation rates affect amount of Investment income. • Reducing payments from Home Office • Home Office Grants: Safer Streets, ARIS, Surge Funding, Rape Support Fund. • Businesses recovering from impact of covid, less cash to invest in sponsorship/donations.
Social	<ul style="list-style-type: none"> • Growing population – need more resources. • Changing demands on policing • Changing nature of crime – becoming more complex crimes – cybercrime. • Lack of large events due to pandemic – less demand for SPS. • Reintroduction of events after pandemic, experience of Gwent officers felt crowds were more aggressive/rowdy after lockdown. • Increase in protests, higher demand for mutual aid. • Lack of skills in communities to complete lengthy grant application forms. • Poor attitudes towards policing.
Technological	<ul style="list-style-type: none"> • Green technology: electric fleet, Net Zero buildings • Cybercrime and online fraud • Online portals for grant applications

	<ul style="list-style-type: none"> • Increase in funding opportunities for technology and green agenda however these are targeted at distribution and manufacturing industries at present.
Environmental	<ul style="list-style-type: none"> • Covid 19 – needed extra resources to safeguard staff, impact on income from activities. Ongoing uncertainty. • Green agenda – reducing carbon footprint.
Legal	<ul style="list-style-type: none"> • WG Future Generations Act. • Policing and Crime Act 2009. • Case Law. • Police Reform and Social Responsibility Act 2011 – Section 15 Supply of Goods and Services. • Police Act 1996 – Section 25 Special Policing Services. • Police Act 1996 – Section 26 Provision of advice and assistance to international organisations. • Police Act 1996 – Section 92 Grants by local authorities. • Police Act 1996 – Section 93 Acceptance of gifts and loans • Contracts between partners for sponsorship. • Grant agreements between OPCC/Gwent Police and partners. • Public Contract Regulations 2015

Appendix 2: SWOT Analysis: Income generation in Gwent Police

<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated post. • Success with Home Office Safer Streets funding. • Skills and knowledge in force. • Partnerships and Collaboration – operational delivery. • Commissioned services and grants through the OPCC. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Knowing what is available. • Communicating opportunities • Lack of knowledge of projects/areas that need funding. • Lack of knowledge on what roles involve income generation in Force. • Need to be aligned with the OPCC priorities and Gwent Police Delivery Plan.
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<ul style="list-style-type: none"> • Member of Blue Light Commercial, access to a wide network of Forces for income generation. • Asset recovery from crime / proceeds from crime. • One Project lead overseeing delivery of projects • Learning culture. 	<ul style="list-style-type: none"> • Recording donations in LPT's. • Sponsorship – internal barriers. • Lack of innovative ideas. • Currently operating a reactive approach to grant funding. • Working with partners to apply for funding. • Lack of experience of delivery, knowing what to expect before we go into it. • Lack of engagement with procurement from the outset of the grant application. • In short term delivery projects procurement process can greatly affect delivery. • Lack of ownership from partners when delivering. • Previously been a lack of knowledge on how to write grant applications. • Developing outcomes and measures to evidence impact of funding. • Lack of predeveloped bids to draw on at short notice. • Not been managed centrally so its sporadic across force with little tracking. • Understanding income generation in relation for long term financial forecasting
<p>Opportunities</p> <ul style="list-style-type: none"> • Partnerships and Collaboration – Funding with third sector and Charities. • Identifying opportunities through Grant Finder – 12-month licence. • Working with businesses, strengthening relationships. • Reviewing fees and charges, Mutual Aid from new NPCC guidance. • Sponsorship, donations CSR. • Maximising our assets • Tracking income. • Charitable trust • Improving knowledge of the opportunities with WG. • Selling of obsolete assets. 	<p>Threats</p> <ul style="list-style-type: none"> • Covid 19 – ongoing management of and impact the restrictions have on SPS/Mutual Aid income. • Putting resources into grant applications at expense of core business. • Putting resources into application development and it is unsuccessful. • Grant development puts additional pressure on staff workloads. • Timeframes of some grant applications (6 weeks). • Lack of opportunities for the Police to apply directly. • Legalities of Sponsorship can be a barrier. Need specialist knowledge e.g., VAT.

	<ul style="list-style-type: none">• Chasing the money, losing focus on priorities.• Reduction in budgets means a greater need for generating income.• Patent innovative software.
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