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**Gwent Police
and Crime Panel**

**Panel Heddlu
a Throseddu Gwent**

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Date: 15th December 2017

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **he Chamber, County Hall, Rhadyr, Usk, NP15 1GA** on **Friday, 22nd December, 2017** at **10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

Pages

1 Declarations of Interest.

2 Apologies for Absence.

To approve and sign the following minutes: -

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MEMBERSHIP:

Councillor Stewart Healy, Blaenau Gwent County Borough Council
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Gez Kirby, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Matthew Ford, Torfaen County Borough Council

Councillor Mike Jeremiah, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council
Councillor Tony Easson, Monmouthshire County Council
Councillor John Guy, Newport City Council
Councillor William Routley, Newport City Council
Councillor Jason Jordan, Newport City Council

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

By Invitation

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

And Appropriate Officers.

Gwent Police
and Crime Panel

Panel Heddlu
Gwent a Throseddu

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT COUNTY HALL, RHADYR, USK ON FRIDAY 15TH SEPTEMBER 2017 AT 10AM

Present:

Councillor J. Guy – Chair
Mrs G. Howells – Vice Chair

Councillors S. Healy and Mrs L. Winnett – Blaenau Gwent County Borough Council
Councillors Mrs C. Forehead - Caerphilly County Borough Council
Councillors M. Ford and M. Jeremiah – Torfaen County Borough Council
Councillors T. Easson – Monmouthshire County Borough Council
Councillors W. Routley – Newport County Borough Council
Mr P Nuttall - Co-opted Member

By invitation:

Mr J. Cuthbert- Police and Crime Commissioner for Gwent
Ms E. Thomas – Deputy Police and Crime Commissioner for Gwent
Mrs S. Curley – Chief of Staff, Office of the Police and Crime Commissioner for Gwent
Mr J. Williams – Chief Constable, Gwent Police

Together with:

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

1. DECLARATIONS OF INTEREST

Councillor J. Guy wished it be noted that he is the Treasurer of both Newport and Gwent Neighbourhood Watch Associations and the Chair of Gwent NARPO Association.

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

Mr P. Nuttall wished it be noted that he is a trustee of the Bridge to Cross Charitable Trust.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C. Mann, G. Kirby (Caerphilly County Borough Council), P. Clarke (Monmouthshire County Council), J. Jordan (Newport City Council) and D. Garwood-Pask (Office of the Gwent Police and Crime Commissioner).

3. MINUTES – 15TH SEPTEMBER 2017

RESOLVED that the minutes of the Gwent Police and Crime Panel meeting held on 1st August 2017 (minute no. 1 - 4) be approved as a correct record.

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

Mr J. Cuthbert, Police and Crime Commissioner for Gwent provided the Panel with an update for September 2017.

The Panel noted that Friday 12th May 2017 marked one year since Jeff Cuthbert was elected as Police and Crime Commissioner for Gwent.

By means of an update, the Panel noted that the Police and Crime Plan was launched on 30th March 2017, following its approval by the Police and Crime Panel on 17th March 2017. The Plan provides the strategic direction for how policing and crime services should be delivered in Gwent over the next four years.

The Commissioner provided the Panel with a detailed update on delivery against the priorities within the plan. The Panel noted the schemes set up within Priority 1, such as the launch of a Pilot Security Scheme, which provides security devices to vulnerable people from Ebbw Vale and Tredegar whilst they are in hospital. Should the scheme be successful, it is anticipated that the scheme will be rolled out across other parts of Gwent.

It was noted that the Commissioner has chosen to refocus future Partnership Fund rounds, and potential recipients would be actively sought out. A member raised concerns for the new process and how projects could be identified. The Deputy Commissioner assured Members that the new process would be closely monitored for the first year, and focussed within the more disadvantaged areas, and recommendations could be made by the neighbourhood teams.

The Commissioner highlighted the work undertaken towards Priority 2 – Supporting Victims, which included an All Wales Modern Slavery Event, which took place on 22 March 2017 and was hosted by the Commissioner. As a result, the Commissioner is now the representative to the Welsh Government Modern Slavery Group on behalf of all Commissioners across Wales.

It was noted that a review was conducted during May 2017 into the Sexual Abuse, Violence and Exploitation (SAVE) Services, which completed with 6 recommendations, including the commissioning of an independent evaluation of the SAVE service and its impact across Gwent.

Under Priority 3, which looks at Community Cohesion, Engagement is a key focus, and a joint Engagement and Communications Strategy has been developed. In addition, it was noted that public surgeries and events have taken place across Gwent, including a surgery held in Pontypool. It is anticipated that further surgeries will be held during the autumn.

The Commissioner detailed the joint partnership venture of Safer Gwent under Priority 4 – Tackling Anti-Social Behaviour, which aims to provide a regional oversight to support local community safety legal requirements. A number of regional assets have been provided through funding made available by the Commissioner which includes an Independent Domestic Violence Advisor and Officers, Positive Futures Youth diversionary and development programme, South Wales Fire and Rescue Police Liaison Officer and an Anti-Social Behaviour Coordinator for Gwent.

The Police Estate Strategy was discussed under Priority 5- Efficient and Effective Service Delivery. The Panel noted that the Commissioner is responsible for ensuring a fit for purpose police estate and as such has developed his Gwent Police Estate Strategy. The Strategy looks at the current estate against policing and public requirements and possibly replacing property that is not in the right location or in poor condition, in order to cater for future needs. The Panel discussed the Estates Strategy and concerns were raised about joint establishments with the Fire Service. In addition, it was noted that there is outdated information on the Website. The OPCC assured the Panel that the joint working

arrangements, which have been established in Abertillery are working well and apologised for any incorrect information on the website, which would be updated.

The Panel noted the steps taken in order to accommodate the General Data Protection Regulation, which comes into force in 2018, and were pleased to note the work undertaken in the form of a review of the Gwent Criminal Justice Strategy Board, which aims to review the local criminal justice partnership arrangements to determine if they are fit for purpose. This is in line with recommendations from the Criminal Justice Joint Inspectorate and HMIC report.

The Panel noted that, since the last meeting, the Commissioner has held 2 Strategy and Performance Board meetings in which he has publically held the Chief Constable to account for delivery against the Police and Crime Plan. The Commissioner and Chief Constable also regularly meet on a one-to-one basis to discuss key issues.

An updated was provided on the ongoing monitoring of Performance, and other key areas which include Policing demand in terms of crime, Antisocial Behaviour and other incidents, victim satisfaction, public confidence, the inspection regime as well as projects and programmes undertaken to ensure that Gwent Police is efficient and effective in delivering against the priorities set up the by the Commissioner. Following the publication of the Commissioner's Police and Crime Plan for 2017-2021, Gwent Police have reviewed the internal Performance Framework to align their delivery plan to the Police and Crime Plan priorities. The OPCC and Gwent Police have together reviewed the internal meeting process to reduce duplication and bureaucracy and streamlined the reporting process from the operational to strategic decision making level.

The Panel noted that the Commissioner holds regular meetings with Welsh Government colleagues, which include the Cabinet Secretary for Communities and Children, the Cabinet Secretary for Health, Well-being and Sport and discussions, included the Mental Health Crisis Care Concordat, Collaboration between policing and the NHS, Violence Against Women, Domestic Abuse and Sexual Violence and Public Service Boards.

The Commissioner provided details of the first Ministerial visit of the Policing and Fire Minister, Nick Hurd, MP, which took place in June. It was noted that the Minister visited Gwent to meet the Commissioner and find out more about some of the work being undertaken by the service and its partners in support of vulnerable and missing children.

A workshop was hosted in June, with key partners in order to develop Child Centred Practice across Gwent. Work is underway to develop a strategy and framework for Gwent which is based on the principles of the National Police Chiefs' Council (NPCC) National Strategy for Child Centred Policing. Ultimately, the Commissioner hopes that all partners involved would agree to adopt the principles as they become applicable to their own internal procedures and practices.

An update was provided on the Welsh Language Standards, which the OPCC are now compliant with. A small number of standards have a compliance date of 30th September 2017, and work will continue to ensure successful implementation. A small number of Standards have been challenged with the Welsh Language Commissioner and are on hold pending a decision. In addition, it was noted that the new Welsh Language Policy Officer commenced their role on 3rd April 2017 and the joint Welsh Language Translator post has also been filled with the successful candidate commencing employment during September 2017.

The Panel thanked the Commissioner for the extensive update and the significant work that has been undertaken since the last meeting.

5. VERBAL UPDATE BY THE CHIEF CONSTABLE

The Gwent Police and Crime Panel welcomed the recently appointed Chief Constable for Gwent Mr Julian Williams, who provided the Panel with a presentation and update.

The Chief Constable explained that his vision for the next 5 years is to create an Engaged, Motivated, Skilled and Valued workforce, enhancing the response to emerging threats, digital capability and improve partnership working.

The Panel noted that recruitment will also be a key priority for the Chief Constable, and it was noted that 57 applications have been received for an intake in November 2017. In addition, it was noted that there were 10 new Police Officers recruited in October and the next recruitment is scheduled for January 2018.

Following performance evaluations, it was noted that the Chief Constable aims to continue with the improvement programme within the Force Communication Suite and training is a key priority in order to streamline the services and improve performance. However, it was important to note that, with the ever changing environment and increase in cyber crime and fraud, further training will be provided to Officers in order to meet the need.

The Chief Constable added that Mental Health is a key priority within the Force and, in order to support Victims, a Mental Health Triage has been appointed to Connect Gwent, and additional support is also provided to Custody Services.

The Panel were interested to note the programme in place to encourage creativity and innovation, with the introduction of a "Dragon's Den", in which staff are encouraged to put forward their ideas for bettering the service provision.

The Panel thanked the Chief Constable for the informative and detailed update and discussion ensued.

A Panel Member, in noting the effective working relationship between the Commissioner and Chief Constable queried overlapping of priorities. It was noted that, whilst there are areas in which priorities overlap, regular meetings are undertaken between the Commissioner and Chief Constable, operational and strategic matters discussed and formal meetings are held in which the Commissioner holds the Chief Constable to account for decisions made. Formal measures are in place to monitor performance and a partnership approach has been adopted.

A Member sought assurance that, when the precept was set, it was noted that it would assist the recruitment of additional Officers. The Commissioner explained that the precept was set in order to ensure a balanced budget; recruitment targets were also set within this budget and will be met.

Custody was discussed and the Panel noted that there was a review conducted, which was managed by the Chief Constable to determine whether the current facilities were fit for purpose and value for money. Following the review it was determined that improvements could be made, and as a result there was an introduction of Mental Health Support, however further improvements are still required. Discussions took place to utilise the services of South Wales Police in Merthyr and it was noted that, whilst no agreement has been reached to date, this issue will be considered in the future.

6. GWENT POLICE PERFORMANCE REPORT

The report provided evidence to the Police and Crime Panel for Gwent of the monitoring of Gwent Police performance by the Police and Crime Commissioner (PCC) and his office.

The report was the first of its kind and has been produced at the time of the introduction of

new governance and performance monitoring arrangements between the PCC and Gwent Police.

The Panel noted that whilst all crime has reduced, Gwent is still above average. In June, all crime had reduced by 3.63%, from 4100 to 3951. This overall reduction in crime is due to a reduction of 7.09% in the West, however in the East crime has increased slightly by 1.03%, due to an increase of 8.77% in Monmouthshire where the level of offences have increased slightly.

The report detailed that the overall trend for Anti-Social Behaviour (ASB) demonstrated a steady decrease and the number of incidents has reduced for the second month in a row. The monthly figure for the Force in June (1711) was below the average of 1796. In June there was a reduction of 8.21% in the West, however there was a small increase of 3.47% in the East.

The Panel noted that crime is currently occurring above the seasonal average and looks to continue in that way. The PCC has asked Gwent Police to provide a plan of action to prevent and thereby reduce the number of incidents of the most prevalent offences. The PCC has also asked when the trend can be expected to alter based on these actions. This will be a key requirement for addressing this priority and form a key part of the Force Delivery Plan. Regular monitoring will be conducted at the Force Performance meeting and the Community Engagement Board. The Office of the Police and Crime Commissioner (OPCC) is represented on both Boards. Ultimately, outcomes and results will form part of formal reports to the Strategy and Performance Board.

It was noted that whilst the Commissioner is reassured by the results for ASB, this is still a matter of concern to a significant number of people across Gwent and therefore Gwent Police and the OPCC intend to work with partners to address these incidents.

The Panel thanked the OPCC for the report and, following discussion, it was agreed that a small working group would be set up in order to look further at performance and outcomes and nominations were received from the Panel in respect of Councillor John Guy, Peter Nuttall and Gillian Howells.

A Panel Member, in noting the increased number of crimes in Monmouthshire, requested further information on the allocation of officers across Gwent in order to mitigate this increase. Officers explained that there are, on average 120 crimes reported each day, however, a significant number of which tend to be in and around the city and busy town centres, therefore, Police Officers are deployed in these areas in order to meet the need. Rural crimes have increased, especially in Monmouthshire and every effort is being made to meet needs across Gwent.

A Panel Member, in noting the objectives, sought further information on how the OPCC would demonstrate, to the public, how each of the objectives have been achieved. It was noted that there is sufficient data available to demonstrate the changes in Anti-Social Behaviour and qualitative data following on from Surgeries, Your Voice sessions and face to face meetings, which can be used to demonstrate achieving objectives.

A Panel Member sought further information on Stress, under the Efficient Services section of the report and how data can be demonstrated on productivity, sickness absence, training and wellbeing in the work place. Officers highlighted that there is a Well-Being Strategy in place, however, a report will be provided to a future panel meeting on how the OPCC deals with stress and any patterns.

The Panel thanked the OPCC for the report and noted its content.

7. GWENT POLICE AND CRIME PANEL – CONSULTATION PAPER ON PROPOSALS FOR NATIONAL REPRESENTATION

The report detailed proposals, as contained in a consultation paper for establishment of national representation for police and crime panels (as appended to the report).

The Panel noted that the Chair and lead officer attended a meeting of representatives of police and crime panels to discuss the proposal to establish an association of police and crime panels. Following this, a consultation paper was been produced for consideration by Panels in England and Wales.

The consultation paper (appendix 1 to the report) detailed proposals and options for establishment of a national body with the aim of giving a voice to police and crime panels.

The Gwent Police and Crime Panel, having fully considered the report and the options outlined therein, agreed to join a national body to represent Police and Crime Panels, and in doing so, were in support of Option 2, to support setting up a Special Interest Group (SIG) within the Local Government Association.

8. GWENT POLICE COMMUNICATION SUITE PROGRESS REPORT

The Panel welcomed Superintendent Ian Roberts, Head of Force Communications Suite, who provided a detailed presentation and Force Communications Suite Briefing.

The purpose of the Communications Suite is to respond to telephone communications from members of the public in need of assistance. It was noted that there are 3 primary means of telephone contact for Gwent Police; 999 (Emergencies), 101 (non-emergencies) and 01633 838999 (Switchboard). The Communications Suite Staff make an initial assessment on what is being reported, assess the nature of the threat, risk and severity of harm and the vulnerability of the persons involved, and arrange the appropriate response to suit the situation. Each incident is recorded and it is imperative that accurate records of all incidents and crimes are recorded on relevant force systems.

The Force Communications Suite receives all emergency and non-emergency telephone calls. Other forms of contact, such as counter enquiries and email are received by Station Enquiry Officers working at Police Station front counters around the force area.

There is a Command and Control System called STORM, which is updated by Police call handlers and dispatchers, in addition the NICHE records management system is updated to record incidents which fall in the categories of crime, anti-social behaviour and public safety and welfare.

It was noted that, since January, a number of major changes have been successfully implemented within the Force Communications Suite to improve efficiency and effectiveness, which included the introduction of a new command and control system, the introduction of a new digital telephony system and associated contact management computer system to manage call demand and provide performance reporting, provide 'omni-competent' operators able to deal with call handling, telephone investigation/ crime recording at source and dispatch, the introduction of a 'single role' process for the delivery of dispatch, introduction of a dedicated Mental Health triage and a review of the rota pattern and flexible working arrangements.

The Officer detailed that the latest performance report, issued in August 2017 for the period July 2017 stated that 37,217 calls were received to the Force Communications Suite, an average of 1,201 per day. Of these calls 7,718 were to the 999 emergency contacts and the average speed of answer was 5.5 seconds. 21,559 were received on the 101 number, average call answer time was just over 4 minutes and 28% of callers abandoned the call

before pick up. The Switchboard received 7,940 of the calls, which took an average of 3 minutes and 43 seconds to answer, 37% of which abandoned the call before pick up. Further statistics outlined that, from the 37,217 calls, 17,278 Police incident logs were created, 23% of which were graded as an emergency, 22% as a priority call, 22% as a scheduled call and 34% were resolved on the telephone without the need for further deployment of police resources.

The report detailed that the average speed of answer for 101 non-emergency call in July was over 4 minutes and the Panel were assured that this is not reflective of typical performance which averages around 2 minutes, but July is the busiest month of the year, with a significant challenge maintaining capacity around the school holiday period. However, it was noted that in spite of the waiting time, only 3 complaints were received during July relating to the Force Communications Suite.

The Panel discussed the high number of abandoned calls, and it was noted that, whilst the number appears high, data demonstrates that callers abandon the call around 3 minutes; however they are advised that they are in a queue when contacting the non-emergency lines.

The report detailed that the change programme has been very positive and ensures that the Force Communications Suite remains fit for purpose, however recognises that additional demands on call handlers can result in longer waiting times and further improvements have been made to the structure of the team during busier periods of the year. Members were pleased to note that Gwent Police offer a bespoke non-emergency SMS (Text) Messaging Service for users who have difficulty communicating via telephone. In addition, non-emergency contact can be made via a text phone, email or Facebook Messenger.

The Panel thanked the Superintendent for the detailed report and presentation and, it was highlighted that the previous Panel had visited the Force Communications Suite, which was very informative and provided an insight into the service provisions and pressures experienced within that environment. Following discussion, the Panel were invited to visit the Force Communications Suite on 13th October 2017.

The Panel noted that there has been an increase in the number of calls made to the Force Communications Suite, which is an indicator as an increase in public confidence.

The Panel discussed the performance elements highlighted within the report, and it was acknowledged that, whilst call waiting times are a key indicator, it is also imperative to note the length of time spent on calls, as these can be varying, in particular for the non-emergency number. Officers explained that monthly performance monitoring is undertaken by the Deputy Police and Crime Commissioner; however, raising public confidence is also a key priority for Force.

The Office of the Gwent Police and Crime Commissioner thanked the Panel for their feedback, and would take comments forward.

9. POLICE AND CRIME COMMISSIONER FOR GWENT – ANNUAL REPORT 2016-2017 (FINAL DRAFT)

The Gwent Police and Crime Commissioner provided the Panel with an introduction to the Annual Report, which detailed the key initiatives undertaken during the period 1st April 2016 to 31st March 2017 and links to the policing priorities for 2016/17.

The Commissioner paid tribute to the previous Commissioner, Mr Ian Johnston, and it was noted that the Police and Crime Panel 2013-2017 had provided a firm foundation for policing in Gwent.

The report links to the policing priorities for 2016/17 and includes key achievements, some of which from the previous Commissioner, such as the establishment of the multi-agency

victims; hub 'Connect Gwent', which ensures police officers remain in the heart of the communities they service, support the accurate recording of crime data and the introduction of the Partnership Fund.

The Commissioner detailed delivery against the priorities. In reference to Priority 1 – to deliver the best quality of service available, in which the outcome was that the People of Gwent are satisfied that the police provide a service which meets their requirements, during 2016/17 the Chief Constable has been held to account for the delivery of the police service in Gwent, accessibility and the new police and crime priorities have been consulted on to inform the development of the Police and Crime Plan 2017-2021, level of increase for the precept 2017/18 has been consulted on, changes and improvements made to the 101 non-emergency service and the continued monitoring of public confidence and victim satisfaction.

It was noted that, in the delivery of Priority 2 – To prevent and reduce crime, in which the outcome was that People in Gwent are less affected by crime, there has been a keen focussing on tackling Cyber Crime through funding and awareness raising activity, continued partnership working through Safer Gwent multi-partnership group to tackle some of the most pressing issues within the community and the use of cash predominantly seized from criminals to fund a range of community projects and initiatives through the Partnership Fund.

In order to achieve Priority 3 – To take more effective action to tackle Anti-Social behaviour, an ASB Co-ordinator has been funded for Gwent to improve the existing processes for victims of ASB, work has been undertaken with a range of partners on initiatives to reduce ASB, work has commenced to provide better access to Restorative Justice for victims and work with partners and residents following public disorder events in Newport to support the local community to recover and become more resilient and empowered.

In the achievement of Priority 4 – To protect people from serious harm, a Well-being and Vulnerability Framework to improve response to those most at risk in the communities, events were organised to tackle issues around hate crime, modern day slavery and missing children, awareness raising was undertaken in areas of concern such as hate crime and use of knives, a regional Independent Domestic Violence Advocate (IDVA) was appointed, along with a Mental Health Practitioner within Gwent Police's Control Room.

In order to achieve Priority 5 – To make the best use of resources, annual Budget setting is undertaken, the Chief Constables budget management is monitored and delivery of savings and transformational change programme, the Gwent Police's People Plan was supported and monitored, and new police officers recruited to the Force and a new joint Emergency Services Station was launched in Abertillery with Fire and Ambulance Services.

The report detailed achievements through community engagement, details of consultations undertaken such as "Have Your Say" Precept consultation, Value for Money, Budget setting and recruitment.

The Panel thanked the Commissioner for the detailed report sought further details on performance and sought clarification on the improvement to the 101 Service in that calls were answered within 60 seconds. Officers agreed to check this information and report back to the Panel, making any changes within the report, should they be required.

It was noted that Victim Satisfaction appears to be below the average for Wales and England and a Member queried whether this is set to improve and how the OPCC would demonstrate representative figures and ensure improvement. Officers assured the Panel that through Connect Gwent victim satisfaction surveys are undertaken and assurances were given that rigorous processes are implemented in order to ensure figures and targets are realistic and achievable. It was added that regular monitoring meetings are undertaken in order to manage performance and expectations.

The Panel thanked the Commissioner for the report and noted its content.

10. FINANCE REPORT FOR THE YEAR ENDING 31ST MARCH 2017

The Panel noted the detailed report which provided a summary of the latest position regarding the completion of the Revenue and Capital Accounts for the year ended 31st March 2017. In the absence of the Finance Officer, agreed to direct any questions to the Office of the Gwent Police and Crime Commissioner, and feedback would be provided at the next meeting.

11. POLICE AND CRIME COMMISSIONER FOR GWENT 2018/19 BUDGET SETTING TIMETABLE

The Gwent Police and Crime Panel considered the Budget Setting Timetable for 2018/19 and, in the absence of the Finance Officer, agreed to direct any questions to the Office of the Gwent Police and Crime Commissioner, and feedback would be provided at the next meeting.

12. MEDIUM TERM FINANCIAL PROJECTIONS 2018/19 TO 2022/23

The Panel noted the report and updated Medium Term Financial Plan (MTFP) and in the absence of the Finance Officer, agreed to direct any questions to the Office of the Gwent Police and Crime Commissioner, and feedback would be provided at the next meeting.

13. TREASURY MANAGEMENT ANNUAL REPORT 2016/17

The Panel noted the report which provided details of both the Treasury Management activity during 2016/17 and the actual Prudential Indicators for 2016/17 and in the absence of the Finance Officer, agreed to direct any questions to the Office of the Gwent Police and Crime Commissioner, and feedback would be provided at the next meeting.

14. FORWARD WORK PROGRAMME

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

It was noted that an Initial Budget Briefing Report, Estates Strategy, Engagement Strategy, Gwent Police and Crime Panel Recorded Complaints and Conduct Matters Register and Gwent Police and Crime Panel Webcasting Meetings Review reports were scheduled for the next meeting, however, following discussion, the Panel requested that Sickness absence be included also. It was agreed that this would make up part of the Wellbeing Strategy, which will be presented to the Panel in the New Year.

The Panel queried the date of the next Panel meeting and it was confirmed that the date was set at 22nd December 2017 in order to coincide with the provision of the Police budget settlement information.

The meeting closed 1.15 pm.

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Police and Crime Commissioner's Update – December 2017

This report provides an update on activities undertaken by the Office of the Police and Crime Commissioner for the period September to December 2017.

Statutory Responsibilities

Launch of Commissioner's Annual Report 2016/17

The Commissioner has published his first Annual Report which highlights the key achievements of his office during the last year. The launch of the report in November was promoted across social media and was accompanied, for the first time, by a short, animated introductory video featuring 'Police Dog Gwen'. The video aims to increase public awareness of the Annual Report across communities that may have difficulty in accessing written information, e.g. the Deaf community; children and young people; people with learning disabilities. The video is available in both Welsh and English.

The video is available to watch on YouTube :

[www.youtube.com/watch?v= VJXDyZYJZg&feature=youtu.be](http://www.youtube.com/watch?v=VJXDyZYJZg&feature=youtu.be).

Precept Consultation

On the 29th November 2017, the Commissioner launched his precept consultation for 2018/19. The consultation will run over 5 weeks (ending on 7th January 2018) and will ask the residents and business owners of Gwent to share their views on a minimum proposed precept increase of 3.99%. OPCC staff are attending a number of community events during the 5 week period to obtain responses from as wide a sample as possible, as well as the consultation being available online for completion. The consultation has also been promoted across Facebook and Twitter and sent out to Gwent residents via Gwent Now. A full report on the findings will be available for the next Panel in January.

Delivering Against the Priorities

Priority 1 – Crime Prevention

1.1 Adverse Childhood Experiences (ACEs)

The term 'Adverse Childhood Experiences' refers to a range of traumatic and stressful events that children can be exposed to while growing up. These include: childhood abuse (physical, sexual or emotional); family breakdown; exposure to domestic violence; or living in a household affected by substance misuse, mental illness or the incarceration of a parent/guardian. Preventing and mitigating ACEs therefore reflects a priority area of focus for organisations across Wales.

Earlier in 2017, a collaborative bid was submitted to the national Police Transformation Fund (PTF) between Gwent, South Wales, North Wales and Dyfed Powys OPCCs and Police Services and Public Health Wales, to enable the design and implementation a range of initiatives to tackle the issues linked to ACEs within each region. In October, it was confirmed that funding worth approximately £6.8m would be awarded to the Wales collaboration for a 3-

year period. Work has commenced to further explore the priority areas for development.

In November, an ACE Workshop was held in conjunction with Gwent Police to raise awareness across partners of the All Wales ACE Programme and to gain an understanding of practice already in place and explore opportunities to develop an ACE informed approach in Gwent.

The workshop aimed to :

- Share knowledge and awareness of ACEs and ACE informed approaches;
- Explore opportunities to build upon these approaches; and
- Explore next steps in developing and testing an ACE informed approach.

The workshop provided a useful exploration of current issues and the outcomes are currently being considered. An Inspector from Gwent has now been assigned as the local lead on the project.

1.2 Provision of Diversion Schemes

Work to develop a holistic approach to diversion from custody continues. Under Phase 1, a multi-agency suite is currently being set up within Newport Central Police Station to accommodate agencies currently delivering diversion and intervention opportunities for people who offend (i.e. Women's Pathfinder, the Gwent Drug and Alcohol Service (GDAS), N-gage (substance misuse support for children aged 17 and under) and the Criminal Justice Liaison Team (mental health diversion)). Options for triage are also in development. Following minor improvement works to the accommodation, it is anticipated that agencies will relocate to the new suite by mid-February 2018.

Arising out of the diversion initiative, work to identify serving or ex-armed forces personnel in custody is being undertaken. This will help to determine the demand for diversion and enable early provision of information and support for individuals in the pre-diversion period. The OPCC is working with the Regional Armed Forces Covenant Liaison Officer to identify third sector support services for serving or ex-armed forces personnel in preparation for Phase 2 of the diversion project (involving a stakeholder engagement seminar), and to better understand the needs of individuals when returning to civilian life.

Priority 2 – Supporting Victims

2.1 Modern Slavery and Human Trafficking

As the lead for the Welsh Police and Crime Commissioners at the All Wales Anti-Trafficking Leadership Group, the Commissioner provides an update to the UK Police and Crime Commissioner Modern Slavery Network that monitors how all Commissioners in England and Wales hold Chief Constables to account regarding implementation of the objectives under the Modern Slavery and Human Trafficking Police Transformation Fund (PTF).

This approach aims to drive consistency of modern slavery approaches within policing, whilst providing clear oversight of areas of development by the Welsh Government leadership group which includes representatives from the Criminal Justice System and other partners.

2.2 Well-being and Vulnerability Strategy

The latest draft of the strategy is currently being considered by Chief Officers from the OPCC and Gwent Police. Throughout November the OPCC consulted with a range of partners and professional bodies as 'critical friends' to ensure that the strategy was integrated and aligned to UK and Welsh policy and legislative drivers. Consultees included Welsh Government lead officers, the Home Office Wales Team, and the Older People's Commissioner. Crucially, the OPCC consulted with a range of people within the community, including:

- Victims of hate crime;
- Victims of violence against women, domestic abuse and sexual violence;
- Children and young people, both in universal settings, such as schools and targeted young people who are more vulnerable, including young people participating in 'Go Girls' and the 'Brother's Project' (joint Charter and Bron Afon Housing initiatives that bring young people together, encouraging empowerment and dealing with issues that matter to them), and those engaged with the Youth Offending Service, 'Operation Quartz' (dealing with Child Sexual Exploitation) and the Positive Futures programme.

It is envisaged the strategy will be finalised and submitted to the Strategy and Performance Board on 30th January 2018.

2.3 Sexual Abuse, Violence and Exploitation Funding and Demand Review

The commissioning of an independent evaluation of the Sexual Abuse, Violence and Exploitation (SAVE) service and its impact across Gwent has been completed. The successful tenderer commenced their work on December 14th 2017 with a 3-month timescale for the wider review which will be completed by 31st March 2018. It is expected that the review will provide a sustainable framework within which a collaborative funding approach can be agreed and implemented. This approach will work alongside and inform the development of the Welsh Government's national Sustainable Funding Guidance for Violence Against Women, Domestic Abuse and Sexual Violence which will be out for consultation in 2018.

Priority 3 – Community Cohesion

3.1 Engagement

In November, the Commissioner formally relaunched his public surgeries to provide residents with the opportunity to meet with him face to face to discuss police and crime issues in their area. Monthly surgeries will be held at various locations across Gwent, with 3 surgeries having taken place in Rogerstone,

Bargoed and Caerphilly since the last Panel meeting. The majority of issues were resolved on the day either by the local police representative, or by the Commissioner himself, providing reassurance to those individuals and the wider community that the Commissioner takes their concerns seriously. All matters raised are fed through the Public Response Unit in order for any themes to be identified and addressed either by raising awareness on issues e.g. Use of 101 or by ensuring that any learning is disseminated throughout Gwent Police.

3.2 Hate Crime Awareness Week 2017

Hate Crime Awareness Week (14th to the 21st October) provided an opportunity for Gwent Police and the OPCC to promote community cohesion and solidarity and to work with partners to stand together against hatred and intolerance.

Numerous activities took place during the week, including the first ever 'We Stand Together' Five-a-Side Football Tournament jointly hosted by the OPCC and Gwent Police. The tournament, held at the Gol Centre in Lliswerry on October 15th attracted over 150 people including over 80 people competing for the 'Commissioner's Cup' and the 'Community Cohesion Plate'. Gwent Police took home the Commissioner's Cup whilst team JUBA, a team of individuals supported by SEWREC and the Zimbabwe Association, won the Community Cohesion Plate.

To mark the final day of National Hate Crime Awareness Week, both Gwent Police and the OPCC hosted the We Stand Together festival at the Riverfront Theatre in Newport. The festival featured multi-cultural performances from dancers, singers, poets and storytellers and provided a golden opportunity to showcase and celebrate the cultural diversity within Gwent. The event was well attended and positive feedback was received from all who participated.

3.3 Mini Police Launch

October saw the launch of the 'Heddlu Bach' Mini Police Officer scheme in Gwent. The OPCC worked with colleagues at both Durham and Gwent Police to introduce this exciting initiative to Gwent. This is the first scheme of its kind in Wales and follows an engagement programme created and developed by Durham Police for children aged between 9 and 11 years.

3 schools from Newport were chosen to be the first to adopt the scheme with 58 pupils from Millbrook Primary, Ringland Primary and Pill Primary being among the first to become 'Mini Officers'. The pupils, who self-nominated for the positions, faced an application process and in some cases an interview. The mini officers will be going along to observe activities such as drill, public order training, the Force Control Room and Taser training.

6 one-hour long lessons will be delivered to them throughout the year by our School Liaison officers and they will be getting involved with community events such as community litter picks and looking at issues raised by the community 'Your Voice' process. They will also be working to educate their peers on issues such as anti-social behaviour around Halloween and Bonfire

night. The scheme will also give them a voice to feedback to us on what matters most to them.

The Mini Police initiative will provide a real taste of policing for children at an early age and will add value to the already well-established Gwent Police Volunteer Police Cadets programme. Early feedback on the success of the initiative has been highly positive.

Priority 4 – Tackling Anti-Social Behaviour

4.1 Anti-Social Behaviour (ASB) and Deliberate Fire Reduction

Funded by the Commissioner via Safer Gwent, the ASB and Deliberate Fire Reduction project aims to engage and raise awareness with young people aged between seven and twenty-five, including those within disadvantaged communities.

In the past six months the project has arranged numerous collaborative multi-agency public engagements across the Gwent area to deliver on aspects such as road safety. This has included schools assemblies, public events, joint police patrols and ASB diversion events. Also, two fire crime awareness sessions have been provided to Gwent Police officers raising awareness of the facilities offered by South Wales Fire and Rescue Service (SWFRS) and how collaborative working can help to reduce crimes and alter behaviour.

Well-being Forums have facilitated discussions regarding a multi-agency approach to reduce ASB and deliberate fire setting across Gwent, discussing problems at ward level. There has also been involvement in police operations such as 'Operation Bang' to reduce ASB associated with Halloween and Bonfire Night which saw a reduction of 47% on last year, as well as 'Operation Absorb' and 'Operation Ash' which were multi-agency litter picks. The operations target specific identified areas and involves members of the wider community.

A total of 54 vulnerability assessments have been carried out across the Gwent Region, this involves SWFRS crew members assessing disused buildings; those that are deemed high risk are assessed by the Fire Crime Unit, who in turn contact property owners. This aims to reduce the demand on emergency services and help safeguard those potentially at greater risk.

4.2 Tackling Community Concerns

In response to residents' concerns with issues around substance misuse and anti-social behaviour in the Upper Rhymney Valley, in November, the Commissioner chaired a meeting with police and partners to explore how to tackle the issues identified

The meeting was viewed as a constructive step towards better communication between all the parties and the community involved. There was an agreement by all partners, including elected representatives, to work together to tackle the issues as well as to develop a suitable structure and plan for joint working in the area and to organise a community event taking place on 14th December.

The collective also agreed to provide regular updates for the community on the progress made against the concerns raised.

Priority 5 – Efficient and Effective Service Delivery

5.1 Police Estate Strategy – Police Headquarters

The Commissioner announced the appointment of BAM Construction in Wales to deliver a new Head Office building for Gwent Police in Cwmbran. The move to a new Head Office forms part of the first phase of the Estate Strategy review and the Commissioner has purchased the parcel of land in Llantarnam, where the new Head Office will be based, from the Welsh Government.

The cost of designing, building and moving to a new site is significantly less than the expense of renovating the current HQ site, which has high potential re-sale value and provides a prime development opportunity. Initial design proposals include a 5000m² state of the art Head Office that would allow Gwent Police to introduce 'agile working' across the service and assist its move towards 'Digital Policing'. The new building will also include new energy saving features designed to reduce running costs and the carbon footprint of Gwent Police and will be 50% cheaper to run than the current HQ.

Subject to approval of the plans, the project will start on site next summer.

5.2 Review of the Gwent Criminal Justice Strategy Board

The review of the Criminal Justice Strategy Board (CJSB) is supported by a detailed review plan aligned to the Terms of Reference for the activity.

Recent work is aligned to an on-going review the Code of Practice for Victims of Crime with a view to embedding scrutiny of compliance across criminal justice agencies within the CJSB monitoring framework under development. The existing reporting requirements to the Board are also currently being reviewed to assess the appropriateness, value and opportunity to drive change. Requirements will also inform the monitoring framework.

In January, to help raise its public profile, increase transparency and public accountability, work is planned to review existing CJSB public information.

5.3 General Data Protection Regulation (GDPR)

The OPCC action plan continues to be progressed with a review of the Records Management Policy and Records Retention Schedule currently underway. A data mapping exercise has been undertaken and a document completed detailing the location of all personal information held. As well as progressing the work of the OPCC, the Information Officer is also now attending force GDPR/Law Enforcement Directive implementation meetings in the lead up to the May 2018 implementation date.

5.4 Legitimacy Scrutiny Panel (LSP)

Under the Police and Criminal Evidence Act (PACE), the Commissioner has arrangements in place with the Chief Constable for members of the public to review stop and search records. This allows independent scrutiny of the way

the police use their powers and helps provide public assurance that the powers are being used effectively and legitimately. The OPCC has undertaken this process for a number of years through the Stop and Search Dip Sample Group, comprised of members of the Independent Advisory Group (IAG) and co-ordinated by the OPCC Policy Officer responsible for equality and diversity.

Recently, at the request of Gwent Police Chief Officers, the remit of the Group has expanded to look at all use of force.

The LSP undertook its first exercise in November 2017. A report of the findings from the exercise is currently being prepared and will be published on the OPCC website following review by the Commissioner in January 2018. Recommendations from the report and key observations will be fed into Gwent Police's Use of Force Meeting to help drive improvements where required. The IAG will also receive the report to facilitate wider community sight of the outcomes of the exercise and to provide assurances regarding the use of police powers within Gwent.

Scrutiny exercises are planned to take place on a 6-monthly basis with the next planned for April 2018. An invitation will be extended to the Police and Crime Panel to for a member to attend in an observational capacity.

Key Achievements

6. Monitoring Performance

Key areas of work that have been monitored and challenged by the Commissioner include:

- Delivery against the Estate Strategy;
- Implementation of the Welsh Language Standards;
- Gwent Police performance, including stop and search;
- Provision of services to victims including Connect Gwent, the multi-agency victims' hub; and
- Monitoring the Risk Strategy.

The Commissioner and Chief Constable continue to regularly meet on a one-to-one basis to discuss key issues. Recent areas of discussion include police officer numbers, and violence against women.

7. Meetings with Cabinet Secretary, Welsh Government

The Commissioner meets regularly with Welsh Government colleagues.

In October and November, meetings took place with:

- The Cabinet Secretary for Economy and Infrastructure. Items discussed during the meeting included:
 - Business and Cyber Crime;

- Economic Growth and Development and Challenges to Policing;
 - Blue Light Collaboration; and
 - The Apprenticeship Levy.
- The Cabinet Secretary for Health and Social Services to discuss topics including the All Wales School Liaison Programme.
 - The Cabinet Secretary for Communities and Children and the Minister for Social Services and Public Health (joint meeting) to discuss:
 - The Mental Health Crisis Care Concordat;
 - Substance Misuse;
 - Funding for Violence Against Women, Domestic Abuse and Sexual Violence services;
 - The Police Apprenticeship Levy; and
 - Cyber Crime.

8. Home Office Wales Team

The OPCC has continued to work closely with the Home Office Wales Team, with significant work and collaboration taking place on serious and organised crime and Gangs (SOCG), with the lead officer within the Home Office Wales Team providing a keynote speech at the Gwent Regional SOCG Leadership Conference. The conference aimed to showcase the work undertaken in Gwent to tackle SOCG that will ensure public service leaders are aware of the impact of SOCG and the role they have in assisting to reduce the harm and impact caused across communities in Gwent. The Home Office Wales Team has also been part of the consultation of our Well-being and Vulnerability Strategy and, in turn, the OPCC has participated in the consultation on the UK SOC Strategy 2018.

9. Update on the Welsh Language Standards

The OPCC has continued to correspond with the Welsh Language Commissioner's office regarding challenges submitted against a selection of the Standards for both March and September 2017 compliance dates. This has been a positive engagement process, the outcome of which is anticipated in January 2018. Work continues to ensure that the OPCC is compliant with the Standards within any extended timescales as a result of the outcomes of the challenge process.

As part of our commitment to the Welsh language, OPCC and Gwent Police officers and staff are participating in mandatory level 1 Welsh language training. This is a 90 minute session for anyone of level 3 or below to provide cultural and historical context for the language as well as basic linguistic skills (e.g. pronunciation, basic personal introduction/conversation and counting).

In January 2018, the Deputy Commissioner and the OPCC Policy Officer with responsibility for the Welsh language are meeting with representatives from the Welsh Language Commissioner's office to discuss the OPCC's performance during implementation of the Welsh Language Standards, and

any successful practices, risks and difficulties experienced during the process.

10. Joint Audit Committee Member Appointment

The Joint Audit Committee members play an important role in providing independent assurance to the Commissioner and the Chief Constable regarding management of risk and the associated control environment, financial performance and financial reporting. Due to a member of the Joint Audit Committee standing down from the role on the completion of his 5 year term of office, a recruitment process was undertaken to appoint a new member. The role was advertised on the Commissioner's website and social media accounts and was also publicised via Gwent Now. Eleven applications were received with 4 being shortlisted. The successful candidate has now been appointed and will attend their first Committee meeting in December 2017.

11. Keep Safe Scheme

The OPCC and Gwent Police are working together to implement a Keep Safe Scheme for Gwent. The Keep Safe Scheme is designed to help people that may find it hard to speak to the police on the telephone or in person when in a potentially stressful situation, for example, in custody, during a mental health crisis or providing a witness statement.

Registering with the scheme means that Gwent Police will have access to specific information regarding an individual's communication needs to help ensure they receive the right support during engagement. Scheme members will receive a Keep Safe Cymru keyring so they are identifiable to police officers as members of the Keep Safe Scheme.

Information held will include health conditions (a disability, medication, an illness, allergy or mental health condition), a person's communication needs (sign language, use of simple words, or things that might affect someone's communication or behaviour, like stress or fear) and how the person can be supported when they make contact.

The Gwent Disability Access Group and other support agencies are engaged with the implementation process to ensure the Gwent scheme is fit for purpose and easy to use.

12. Seminar on 'Near Misses in Police Custody'

The Office of the Police and Crime Commissioner hosted an Independent Police Complaints Commission seminar on 'Near Misses in Police Custody' and the lessons learnt in October 2017.

The Head of Gwent Police Professional Standards Department and a force representative from South Wales Police provided detailed examples of 'Near Miss' incidents within their force areas and highlighted specific improvements that have been made as a result. The Operations Manager from the IPCC addressed themes within custody departments and relayed suggestions the IPCC have made to improve systems and processes, which have led to 'quick win' improvements in detainee care and also in relation to preserving evidence

in order that near misses can be investigated quickly. The panel also addressed questions or concerns raised by the delegates in relation to their custody departments. This has caught the public's interest and has been showcased via the media and shared by the Independent Custody Visiting Association (ICVA) as best practice.

13. Annual Review of Gwent Police Gifts and Hospitality and Business Interest Registers

An annual review of both detailed registers has been undertaken by the OPCC to provide assurance that, in declaring any gift or hospitality or outside business interest, Gwent Police officers and staff have not undermined personal and/or professional integrity. Any queries the OPCC has as a result of the review are fed back to the Professional Standards Department who maintain the registers. Responses to the queries are then provided back to the OPCC for review.

14. Freedom of Information (FOI) Requests

From the start of 2017 to the 30th November 2017, the OPCC has received 19 FOI requests. There are currently no requests outstanding. All requests were responded to within the statutory timescale of 20 working days.

The average number of days taken to respond was 10. The most frequent requests are for financial information such as Private Finance Initiative costs, payments made to staff and queries relating to the funding we provide for various services. Due to the large amount of information the OPCC publishes online both statutorily and voluntarily, we are able to direct interested persons to our website in relation to many requests.

15. Update on Work with the All Wales Policing Group (AWPG)

The Commissioners and Chief Constables from the four Police areas in Wales continue to meet quarterly to consider the current and future Policing requirements for Wales. As well as collaboration between police forces, the four Commissioners' offices are exploring the possibility of working jointly in relation to Data Protection, Review of Complaints and the appointment of Legally Qualified Chairs and Independent Misconduct Panel member.

16. All Wales Visioning Day – 23rd and 24th November 2017

Following consideration of the report of the All Wales Deputy Chief Constable on collaborative working under the shared vision of '*Working together for a future that is safe, strong and confident*' at a meeting of the All Wales Policing Group in July, Commissioners and Chief Constables decided that an all Wales approach on collaboration should be developed further.

The purpose of the visioning days was to enable Commissioners, Chief Constables and their teams to develop the shared vision and aspirations identified by the All Wales Policing Group.

17. Change to Partnership Fund

An update was provided at the last meeting which informed members of the step change to the existing Partnership Fund whereby Local Policing now will

take the lead, together with partner agencies, in advising where to provide funding to those areas across Gwent, in most need. Since then, through workshops and meetings with officers and staff of appropriate ranks within Gwent Police, the process by which this will be undertaken has been refined. Gwent Police Procurement Department will also review the proposed arrangements. It is envisaged that, once this has been completed, the Commissioner will be in a position to approve the new arrangements so that full details can be shared with panel members and the public.

Key Priorities

During the next quarter, there will be a focus on:

- Undertaking precept and budget setting processes;
- Delivering the Estate Strategy;
- Continued development of the work around Child Centred Practice with a third meeting with partners planned for January 2017;
- Progressing the Well-being and Vulnerability Strategy with a public launch in Spring 2018;
- Progressing the ACEs agenda with partners;
- Further development of the Women's Pathfinder and other diversion work across Gwent, including the stakeholder engagement event;
- Continued work to review the Gwent Criminal Justice Strategy Board;
- Continued work towards compliance with the GDPR requirements;
- Further development of the Keep Safe Scheme;
- Continued review of the police estate to ensure it remains fit for purpose; and
- Hosting the Modern Slavery event on January 31st 2018: 'Making our collective commitment to eradicating Modern Slavery and Human Trafficking'. The Commissioner and Joyce Watson are hosting a joint event at the Senedd, to raise awareness of the scale, prevalence and complexity of modern slavery and human trafficking that is occurring across our communities in Wales. This event will provide an opportunity to publically 'pledge' our collective commitment to working together to prevent these heinous crime occurring; ensure that our combined workforce is equip to identify and support victims at the earliest opportunity and we hold perpetrators to account. All Panel members have been invited and responses are required by 20th January 2018.

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SUBJECT: GWENT POLICE AND CRIME PANEL WEBCASTING MEETINGS

DATE: 22ND DECEMBER 2017

1. PURPOSE OF REPORT

- 1.1 To review the first year of webcasting meetings of Gwent Police and Crime Panel.

2. LINKS TO STRATEGY

- 2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel (PCP) within each police force area to support and challenge the local Police and Crime Commissioner.

3. WEBCASTING OF MEETINGS

- 3.1 The Gwent PCP (the Panel) agreed at its meeting held on 16th September 2016, to webcast meetings of the Panel. The Panel considered a report which outlined the webcasting systems currently used by the five Gwent local authorities. The Panel had previously agreed to hold its meetings on a rotational basis across the five local authorities in order to make its meetings accessible to the public. The panel was informed that four out five local authorities used the same webcasting system with Monmouthshire council using YouTube.
- 3.2 The panel were informed that the local authorities that used the same webcasting system had variations in their contracts, some had the equipment installed and paid a fixed amount to webcast per month, another paid for the equipment to be brought in on an individual meeting basis. Some contracts also had a limit on the number of meetings per annum. The Panel were informed that should they wish to webcast meetings using these systems there would be a cost attached, that would have to be negotiated with each local authority. However if the meetings were held at Monmouthshire where YouTube was the method to webcast, there would be no cost attached.
- 3.3 Another alternative suggested to the Panel was to purchase a laptop and camcorder and use that to livestream meetings. This would have allowed meetings to continue to be held at all five local authorities. The Panel was reminded of the variety of meeting rooms used, each with different room specifications, such as layout, lighting and sound systems, including some rooms with no audio systems. These would all have an impact on the quality of the webcast. There was also the issue of quality of the webcast with using just one camera.
- 3.4 Therefore it was agreed that in order to ensure there would be no costs attached, future meetings would be held at Monmouthshire County Council, who were the only Gwent local authority that used YouTube to webcast council meetings. The Panel agreed to review this arrangement after 12 months.
- 3.5 Since the introduction of webcasting the Panel has webcast 5 meetings, the exception was a special meeting to appoint co-opted members to the Panel on 17th November 2016, when there was no meeting room available at Monmouthshire Council for the date required.

- 3.6 The following table shows the dates of Panel meetings that have been webcast during the past year and also the number of views; these will not necessarily be live views but are accumulative.

Meeting Date	Number of Views
9th December 2016	158
27 th January 2017	66
17 th March 2017	88
1 st August 2017	104
15 th September 2017	99

- 3.7 If the Panel wish to continue to webcast its meetings, it will require that all meetings to continue to be held at Monmouthshire County Hall. Panel members may wish to balance this against the potential impact upon members of the public, who may wish to attend and observe meetings in person. As stated above the Panel had previously agreed to hold meetings on a rotation across all five Gwent local authority areas.

- 3.8 Therefore the Panel are asked to consider and decide which of the following options they will endorse:

Option 1 - Agree to continue webcasting of panel meetings that are open to the public, and continue to meet at Monmouthshire County Hall.

Option 2 – Agree to discontinue webcasting of panel meetings and resume holding meetings across all 5 Gwent local authorities.

4. FINANCIAL IMPLICATIONS

- 4.1 There are currently no financial implications associated with webcasting Panel meetings.

5. CONSULTATION

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

6. RECOMMENDATION

- 6.1 Panel Members are asked to comment on the webcasting of Panel meetings for the past twelve months.

- 6.2 The Panel consider and agree which of the following options as outlined in 3.5 above will be endorsed:

Option 1 - Continue webcasting of panel meetings that are open to the public, and continue to meet at Monmouthshire County Hall.

Option 2 - Discontinue webcasting of panel meetings and resume holding meetings across all 5 Gwent local authorities.

7. REASONS FOR THE RECOMMENDATIONS

- 7.1 To improve the operation of the Gwent Police and Crime Panel.

8. STATUTORY POWERS

- 8.1 Police Reform and Social Responsibility Act 2011.

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Consultees: Councillor John Guy, Chair Gwent Police and Crime Panel
Mrs G. Howells, Vice Chair and Independent Member Gwent Police and Crime Panel

Background papers: Gwent Police and Crime Panel Webcasting Meetings - 16th September 2016

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SUBJECT: GWENT POLICE AND CRIME PANEL COMPLAINTS

DATE: 22ND DECEMBER 2017

1. PURPOSE OF REPORT

- 1.1 This report provides Members of the Panel with an overview of the complaints received by the Panel for the period from November 2016 to November 2017. In addition to inform the Gwent Police and Crime Panel of the Home Office response to the consultation on Complaints about Police and Crime Commissioners.

2. LINKS TO STRATEGY

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

3. BACKGROUND

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

4. COMPLAINTS DATA

- 4.1 The total number of complaints for the period from November 2016 to November 2017 is 3. The Recorded Complaints and Conduct Matters Register November 2016 – 2017 is attached at Appendix 1.
- 4.2 There are three categories of complaints with the corresponding outcomes;
- A Complaint - a general complaint about the PCC or DPCC that is not a Conduct Matter or a Serious Complaint, or is a complaint that ceases to be investigated by the Independent Police Complaints Commission or a police force. The Panel is responsible for the informal resolution of these complaints.
 - A Conduct Matter - a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct matters can arise without a Complaint being made (for example, press stories). The Gwent Police and Crime Panel must notify the IPCC of Conduct Matters. The IPCC are responsible for considering all Conduct matters.
 - A Serious Complaint - a complaint about the conduct of the PCC or DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. The Gwent Police and Crime Panel must notify the IPCC of Serious Complaints. The IPCC are responsible for considering all Serious Complaints.
- 4.3 The breakdown of the complaints is as follows:

Type	Number	Status
Complaint	2	No further action
		Await outcome of External Police Force investigation
Conduct matter	1	Referred to IPCC

- 4.4 There have been no trends identified or areas of concern for consideration by the Panel and monitoring will continue. Other correspondence has also been received during the past year with complaints against the Police and this is always referred appropriately.
- 4.5 There are some examples of other Police and Crime Panels using a complaints form to assist complainants when submitting complaints and ensure that the complaint is appropriate. Attached at appendix 2 is a draft complaint form and it is proposed that the Panel formally adopt this and use this as the mechanism for all complaints to the Gwent Police and Crime Panel and is referred to in the Procedure set up for dealing with complaints as outlined above.

5. HOME OFFICE CONSULTATION

- 5.1 The consultation response in respect of the December 2015 consultation paper on proposals to create a more transparent and easily understood complaints system for non-serious complaints made against PCCs is attached at appendix 3.
- 5.2 The consultation response indicates that the Government intends to make the following changes:

- Clarify, through non-statutory guidance, what constitutes a complaint, using the Nolan Principles to set out the expected level of conduct for a PCC, and ensuring PCPs take forward complaints about a PCC's conduct rather than their policy decisions.
- Ensure that police approaches to dealing with unreasonable complainant conduct can be used in response to vexatious complaints made against PCCs. Sector-led guidance to assist forces in handling vexatious complaints made against the police will be available to help PCPs in handling such complaints made against PCCs.
- Provide PCPs with greater investigatory powers to seek evidence pertinent to a complaint through the appointment of an independent investigator.
- Clarify, through non-statutory guidance, the parameters of "informal resolution" and setting out that where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

6. FINANCIAL IMPLICATIONS

- 6.1 This handling of complaints is funded using the existing resources within the Home Office Grant.
- 6.2 The Home Office have stated that any additional costs to appoint an independent investigator as outline in 5.2, should be absorbed within existing Panel budgets.

7. EQUALITIES IMPLICATIONS

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

8. CONSULTATION

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

9. RECOMMENDATION

- 9.1 The Panel to:
 - a. Note the information provided in relation to Complaints .
 - b. Determine if the complaints form at appendix 2 be endorsed.
- 9.2 To note the Home Office response in respect of Complaints about Police and Crime Commissioners Consultation.

10. REASONS FOR THE RECOMMENDATIONS

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

10. STATUTORY POWERS

10.1 Police Reform and Social Responsibility Act 2011.

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Councillor John Guy, Chair Gwent Police and Crime Panel
Gillian Howells, Vice Chair and Independent Member Gwent Police and Crime Panel
Peter Nuttall, Independent Member Gwent Police and Crime Panel

Appendices

Appendix 1: Recorded Complaints and Conduct Matters Register November 2016 – 2017

Appendix 2: Draft Complaints Form.

Appendix 3: Complaints about Police and Crime Commissioners.



RECORDED COMPLAINTS AND CONDUCT MATTERS REGISTER

((November 2016 – November 2017))

No	Date of Receipt	Summary of Complaint	Complaint Category (Serious Complaint, Conduct Matter or Complaint)	Intended Action	Other Information
1	2 nd October 2016	Complaint against PCC	Complaint	Ongoing	Await outcome of External Police Force investigation
2	19 th April 2017	Complaint against PCC	Complaint	Take no Further Action	OPCC asked to provide apology in respect of delays in responding to complainant. Letter sent 7 December 2017
3	18 th July 2017	Complaint against PCC	Conduct Matter	Ongoing	Referred to IPCC

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Gwent Police and Crime Panel

Panel Heddlu a Throseddu Gwent

Please complete the following form, if you wish to make a complaint about the Police and Crime Commissioner (PCC) or Deputy Police and Crime Commissioner for Gwent

COMPLAINANT DETAILS:

Name:	
Address 1:	
Address 2:	
Address 3:	
Address 4:	
Postcode:	
Contact number:	
Email address:	
Are you?	<ul style="list-style-type: none"> • A Member of the Public • An Officer of the Office of the PCC • An Officer of Gwent Police • Other

COMPLAINT DETAILS

Please advise us who you are complaining about:

The Gwent Police and Crime Commissioner/ or Name : The Deputy Gwent Police and Crime Commissioner Name :

Please provide us with details of your complaint. Please take time to complete this box with as much information as possible, considering the following:

- You should be specific, wherever possible, about exactly what you are alleging the PCC/DPCC said or did. For instance, instead of writing that the PCC/DPCC offended you, you should state what it was they did that offended.
- You should provide the dates of the alleged incidents wherever possible. If you cannot provide exact dates it is important to give a general timeframe.
- You should provide any relevant background information.
- You should relate to how the PCC/DPCC breached their Code of Conduct where possible – click on the following link to access the [Code of Conduct](#)
- Please include any supporting documentation.
- Please continue on a separate sheet with relevant supporting information if necessary
- Please be factual and provide supporting information, as far as practicable, in chronological order.

Date of alleged incident(s)

Please say what outcome you would like to see in resolution of your complaint:

Once you have submitted your complaint, it will be subject to initial validation by the Lead Officer/Legal Advisor to the Gwent Police and Crime Panel (PCP), and if determined to be a complaint against the PCC or DPCC, it will be recorded as such.

The Lead Officer/Legal Advisor will then initially inform the following people that you have made this complaint:

- The person you are complaining about.
- Support Officers for the Gwent PCP.
- The Chief of Staff of the Office to the PCC.
- Members of the Complaints Sub-Committee.

The complaints sub-committee will determine if the complaint is a General Complaint, Conduct Matter or a Serious Matter. If it is determined that it is a Conduct Matter or a Serious Matter the complaint will be referred to the Independent Police Complaints Commission. This shall be done as soon as is practicable, and in any event not later than the end of the day following the day on which it becomes clear to the Panel that the Complaint or Conduct Matter is one that should be referred to the IPCC.

The Gwent Police and Crime Panel Complaints Sub-Committee will deal with all General Complaints by way of informal resolution, this is considered to be encouraging, facilitating, or otherwise assisting in the resolution of the complaint otherwise than by legal proceedings.

Please be aware that the Gwent PCP is required, under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, to refer your complaint to the Independent Police Complaints Commission (IPCC) if upon receipt of your complaint, or during the course of the informal resolution, information is received which indicates the commission of a criminal offence, or if otherwise requested by the IPCC.

Once completed, please email this form and any supporting documents to gwentpcp@caerphilly.gov.uk or send to the:

Gwent Police and Crime Panel
Caerphilly County Borough Council
Penallta House
Tredomen Business Park
Ystrad Mynach
Hengoed
CF82 7PG

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Home Office

Complaints about Police and Crime Commissioners

Summary of consultation responses and next steps

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1. Foreword

Since coming into post, Police and Crime Commissioners (PCCs) have brought real local accountability to policing in England and Wales. PCCs have worked hard to keep their communities safe, using their personal mandate to drive reform, hold chief constables to account, and ensure that their local communities have a stronger voice in policing.

PCCs have driven positive change not just in policing and crime, but in criminal justice, mental health, and the wider emergency services. Collectively, they have presided over falls to a record low in crimes traditionally measured by the Crime Survey of England and Wales, and have delivered value for money for taxpayers by finding efficiencies and ensuring sense in how police budgets are spent.

As the role of PCCs continues to evolve, the Government is taking forward its commitment to “enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners”. Government is building on the success of the PCC model, expanding the role of the PCC further to drive better joint working with the criminal justice system, and through the Policing and Crime Act, introducing measures to enable them to take on responsibilities for fire and rescue services locally where a case is made.

Further, the Policing and Crime Act, as part of wider reforms to Police complaints, will enable PCCs to take on responsibility for key parts of the Police complaints system to bring greater accountability and independence to the complaints process.

With PCCs taking on a greater role, the Government believes the time is right to amend the system for non-serious complaints made against a PCC. The Government is committed to deliver a more transparent complaints procedure and provide satisfactory outcomes for complainants.

2. Executive summary

As set out in the Police Reform and Social Responsibility (PRSR) Act 2011, and further explained in the Policing Protocol Order 2011, Police and Crime Panels (PCPs) perform a scrutiny function for PCCs, providing challenge and support, and acting as a critical friend.

PCPs are currently responsible for handling non-serious complaints made about a PCC, and resolving these through the process for “informal resolution”, as set out in the PRSR Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

On 17 December 2015 the Government published a consultation paper on a number of proposals to create a more transparent and easily understood complaints system for non-serious complaints made against PCCs.¹ The consultation ran for 12 weeks, ending on 10 March 2016. A total of 63 full responses were received from a range of organisations and interested individuals, using the online survey and via email and post, commenting on 17 questions posed in the consultation paper. We have reviewed and analysed responses to the consultation and summarised our findings. We would like to thank all those who have taken time to respond and contribute to the consultation process.

Having carefully considered the consultation responses, the Government intends to:

1. clarify, through non-statutory guidance, what constitutes a complaint, using the Nolan Principles to set out the expected level of conduct for a PCC, and ensuring PCPs take forward complaints about a PCC’s conduct rather than their policy decisions;
2. ensure that police approaches to dealing with unreasonable complainant conduct can be used in response to vexatious complaints made against PCCs. Sector-led guidance developed to assist forces in handling vexatious complaints made against the police will be available to help PCPs in handling such complaints made against PCCs;
3. provide PCPs with greater investigatory powers to seek evidence pertinent to a complaint through the appointment of an independent investigator; and
4. clarify, through non-statutory guidance, the parameters of “informal resolution” and setting out that where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

These changes to the system for non-serious complaints ensure that the fundamental principle of the PCC policy that of accountability to the electorate is not undermined. Government is confident that the changes outlined above will improve the transparency of the complaints procedure and deliver more satisfactory outcomes for complainants.

These measures will apply to England and Wales. Further details on these measures and how the consultation has informed them, are set out within this document.

¹ Complaints about Police and Crime Commissioners- <https://www.gov.uk/government/consultations/complaints-about-pccs>

3. Summary of responses and Government response

a. Complaint definition and guidance

The process for how complaints against a PCC should be taken forwards is set out in the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. These regulations set out the role of the Police and Crime Panel (PCP) in handling complaints, and also define that a complaint to be handled by the PCP should relate specifically to the PCC's conduct.

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 also refer to a PCP's handling of vexatious complaints. Those working on complaints have indicated that a disproportionate amount of time can be spent in managing vexatious complaints, and in its response to the 'Improving Police Integrity' consultation, Government committed to look into reforms that would make it easier for forces to handle persistent and vexatious complaints.

Comments in response to the consultation

Respondents were asked to comment on proposals to provide PCPs with non-statutory guidance setting out what constitutes a complaint. This proposed guidance would supplement the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, set a clear marker for what should and should not be classed as a complaint, and ensure that any complaints taken forwards relate to a PCC's conduct rather than their policy decisions.

The consultation proposed that as a PCC is a directly elected public office holder, the guidance should frame the expectations for a PCC's conduct around the Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.²

We also asked respondents to comment on whether measures to make it easier for forces and PCCs to handle vexatious complaints should be extended to PCPs, to give PCPs greater flexibility to manage these complaints and to ensure a consistent approach across complaints systems. The questions and a summary of the responses are set out below.

Q1 To what extent do you agree or disagree that the seven Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership should frame the concept of conduct of a PCC?

The majority of respondents felt that the concept of conduct should be framed around the Nolan principles, to create greater clarity for what should and should not be classed as a complaint. Respondents felt that the use of the Nolan principles would ensure a PCC's behaviour would be set against the highest standards. Some respondents reported that the Nolan principles were already in use locally within established codes of conduct and welcomed the Government's proposals.

A few respondents felt that whilst there was no real objection to the Nolan principles framing the conduct of PCCs, the College of Policing Code of Ethics,³ which sets standards of professional

² Nolan Principles- The 7 Principles of Public Life: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

³ Code of Ethics- A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales http://www.collegepolice.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

behaviour for the policing profession of England and Wales, could be adopted to set standards for PCCs and ensure consistency across the service.

Q2 To what extent do you agree or disagree that the Government should extend measures being developed to make it easier for forces and PCCs to handle vexatious complaints to PCCs?

Whilst some respondents felt that within the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 the regulation for the dissapplication of a complaint provided PCPs with sufficient powers to deal with vexatious complaints, the majority felt that aligning with sector-led approaches developed to make it easier for forces to handle vexatious complaints would provide additional flexibility.

Respondents felt that a disproportionate amount of time is used managing vexatious complaints and with the role of the PCC increasing it would be important to provide PCPs with flexibility around handling these complaints. Respondents also felt that a consistent approach to vexatious complaints across the policing complaints system would make it easier for the public to understand.

Government response

The Government believes that as the PCC is a directly elected public office holder, as with other office holders, the Nolan principles should be used to set the expected standard of conduct for this office. This is further supported by evidence that the Nolan principles are already recognised in some force areas within locally established codes of conduct for PCCs.

It is evident that there should be a clear marker for what should and should not be classed as a complaint, to ensure complaints about conduct rather than policy decisions are taken forward. To do this, the Government will work with the Local Government Association - with advice from the College of Policing - to produce supplementary, non-statutory guidance for PCPs. This guidance will use the Nolan Principles to set out clearly the standards of conduct expected from PCCs, and will robustly tie the procedures of informal resolution to matters of conduct rather than policy.

It is clear that within some force areas, a disproportionate amount of time can be spent in managing vexatious complaints. With the role of the PCC increasing, greater flexibility is needed to manage any complaints made against them. The Government will therefore aim to ensure that police approaches to dealing with unreasonable complainant conduct can be used in response to vexatious complaints made against PCCs. Sector-led guidance developed to assist forces in handling vexatious complaints made against the police will be available to help PCPs in handling such complaints made against PCCs.

b. Complaint investigation powers - legislation

The Police Reform and Social Responsibility (PRSR) Act 2011 sets out that PCPs are explicitly prohibited from “investigating” complaints. The Government proposed in the consultation to amend the PRSR Act 2011 to remove the restriction on PCPs’ ability to investigate. This was with the aim of providing PCPs with greater flexibility to establish evidence pertinent to a complaint and provide a satisfactory outcome for both the complainant and PCC.

The Government also proposed to amend the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to allow the PCP to appoint an independent individual to carry out an investigation, in order to gather evidence relating to the specific complaint and the conduct of the PCC, and present a recommendation report to the PCP.

Comments in response to the consultation

Powers to Investigate

The Government proposed making amendments to the PRSR Act 2011 in order to remove the restriction on the PCP’s ability to investigate a non-serious complaint. The questions asked in consultation and a summary of the responses are set out below.

Q6 To what extent do you agree or disagree that PCPs should be given greater investigatory powers to investigate a complaint (either directly or through the appointment of an independent investigator)?

The majority of respondents agreed that PCPs should be given greater powers to investigate a complaint, providing PCPs with greater flexibility to establish evidence pertinent to the complaint. Respondents indicated that with the responsibilities held by a PCC expanding, greater investigatory powers would prove useful. However, there was acknowledgement that the majority of complaints should continue to be resolved without an independent investigation.

Whilst some respondents felt that sufficient powers to gather evidence pertinent to a complaint already existed within the regulations, they did indicate that providing PCPs with further investigatory powers could prove useful. Respondents stated that the regulations needed to specify further the basis for investigations to ensure the majority of complaints would continue to be resolved informally, and to avoid any inefficient use of time and resources in investigating low level complaints.

Q7 To what extent do you agree or disagree that PCPs should be given the power to investigate complaints themselves, rather than appoint someone to do it?

Q8 Please explain your answer to question 7.

The majority of respondents felt that PCPs should not be given the power to investigate complaints themselves, but should appoint someone else to conduct any investigation. Many commented that PCPs did not have the resource, time or expertise to investigate complaints themselves and that Panel-led investigations would lack impartiality. Some respondents felt that although PCPs should not investigate complaints themselves, it was important to retain flexibility to allow PCPs to determine how to manage their complaints process locally.

Q9 What do you think the benefits are of PCPs investigating complaints themselves, rather than appointing someone else to do it?

Q10 What do you think the disadvantages are of PCPs investigating complaints themselves, rather than appointing someone else to do it?

Some respondents felt that by PCPs investigating complaints themselves, complaints would be resolved in a speedy, flexible and cost effective manner. In contrast to this, some of the reasons cited for why PCPs should not investigate complaints themselves included insufficient expertise in how to conduct complaints investigations, and a lack of time and resources.

The majority of respondents felt that allowing PCPs themselves to investigate complaints would create a distinct lack of impartiality within the complaints process, leading to a decrease in public confidence. As such, any benefits to the PCP investigating complaints directly would be outweighed by this perceived or potential lack of impartiality. One respondent commented that impartiality would be “severely blurred” if PCPs investigated complaints themselves whilst another felt that this approach would be “counter-productive” to all parties involved.

Monitoring Officer

The Government also proposed to amend the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. The proposed amendments would allow for investigation through the appointment (by the PCP) of an independent individual to gather evidence relating to the specific complaint and the conduct of the PCC, and report to the PCP with their findings. Questions relating to the appointment of an independent investigator and a summary of the responses are set out below.

Q11 To what extent do you agree or disagree that PCPs should be able to appoint an independent investigator?

The majority of respondents felt that the PCP should be able to appoint an independent investigator. Respondents felt that the appointment of an independent investigator, rather than the PCP investigating the complaint themselves, would remove any bias in the complaints process and provide flexibility for PCPs to appoint an individual with the necessary skills and experience to conduct investigations effectively. Although respondents agreed in principle that PCPs should be able to appoint an independent investigator, some respondents felt that the cost implications of doing this would create difficulties.

Q12 To what extent do you agree or disagree that the choice of a monitoring officer (either from the local authority, or from the Office of the PCC) should fall to the panel?

It was clear from responses to the consultation that the majority of respondents felt that the choice of a monitoring officer should fall to the Panel. Although one respondent felt that the choice of independent investigator should not be made by the PCP, but that either the local authority monitoring officer or the Chief Executive should determine whether they themselves had sufficient time and resource available to investigate a complaint, this view was not shared by others.

Q13 To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be appointed from the local authority.

The majority of respondents felt that the appointment of a monitoring officer from the Local Authority for the investigation of a complaint would ensure independence in the complaints process. Some respondents felt that the panel should have flexibility over the choice of monitoring officer, as in some instances it would be more appropriate to appoint a monitoring

officer from outside the Police force area. This would then secure greater independence in the complaints process.

Q14 To what extent do you agree or disagree that the monitoring officer for the investigation of a complaint should be the Chief Executive of the PCC's Office?

Whilst some respondents felt that the investigation of complaints was a logical extension of the Chief Executive's role, the majority indicated that it was not appropriate for Chief Executives to investigate complaints. Most respondents highlighted that if the Chief Executive were to investigate a complaint made against the PCC, the close working relationship between the Chief Executive and PCC would create a substantial conflict of interest. One respondent felt this would "endanger" public confidence as the Chief Executive would in effect, be investigating their own employer.

Q15 Do you feel that the role of the independent investigator should be fulfilled by someone other than the PCC's monitoring officer, or a monitoring officer from a local authority within the police force area? If so please indicate who you think should perform this role.

In response to this question, respondents did feel that the role of the independent investigator could be fulfilled by someone other than the PCC's monitoring officer (the Chief Executive) or a monitoring officer from a local authority within the Police force area.

The majority of respondents indicated that as an alternative, the role of independent investigator could be fulfilled by a monitoring officer from outside the Police force area. Respondents felt that appointing the PCC's monitoring officer (usually the Chief Executive) or a monitoring officer from a local authority outside the force area would provide a higher level of independence within the complaints process, while ensuring that the individual still had sufficient expertise to fulfil the role.

Other suggestions of individuals suitable to fulfil this role made by respondents included an experienced lawyer, a nationally approved list of qualified individuals, or the Independent Police Complaints Commission (IPCC).

Government response

Powers to Investigate & Monitoring officer

The Government believes that the majority of complaints should continue to be resolved without investigation, but recognises that in some cases this may restrict the PCP from carrying out their responsibilities to an undesirable extent. To provide PCPs with greater flexibility to establish evidence pertinent to a complaint and provide a satisfactory outcome for both the complainant and PCC, the Government intends to amend the PRSR Act 2011 to remove the restriction on PCPs' ability to investigate.

The Government recognises that it is important to separate the investigatory aspects of complaint handling from the PCP, to ensure that any political differences between the Panel and the PCC are not used as a basis for complaint investigation. To ensure impartiality in the complaints process, it is clear that any investigation into a complaint should be conducted by an independent individual, and not by the Panel itself. The Government intends to amend the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to allow Panels to conduct an investigation into a complaint, where the Panel considers it necessary to do so. Where the Panel does consider it necessary to investigate a complaint, they will be required to

appoint an independent individual to carry out this investigation. The amended regulations will enable this individual to gather evidence relating to the specific complaint and the conduct of the PCC, and present their findings to the PCP.

The Government recognises the need to restrict the investigations to the terms of the individual complaint to ensure evidence gathering is proportionate and necessary, and will look to include measures within the regulations requiring PCPs to ensure proportionality and necessity of evidence gathering.

It is clear that while expanding the role of the Chief Executive to include complaints investigation would fit with existing responsibilities of the role, requiring a Chief Executive to investigate their own employer could present a significant conflict of interest. Therefore, to provide greater levels of independence within the complaints process, the Government intends to provide within the amended regulations a wider list of appropriate individuals who the PCP is able to appoint as investigator. This will ensure PCPs are able to appoint a monitoring officer who does not report directly to the PCC who is under investigation.

This list of options will include a local authority monitoring officer from within the force area, a Chief Executive from outside the force area, or a local authority monitoring officer from outside the force area. The regulations will provide flexibility for this list to be expanded in the future, and will specify that PCPs cannot appoint a monitoring officer where this individual reports directly to the PCC who is under investigation.

Currently, under the regulations a Chief Executive may have delegated authority to deal with the initial handling of a complaint: this will remain unchanged. However, the final decision on whether a complaint should be investigated, and who to appoint as an independent investigator from the list of suitable individuals, will be a matter for the PCP to determine.

The Government will endeavour to deliver amendments to the PRSR Act 2011 to remove the restriction on PCPs' ability to investigate, and amend the accompanying regulations to allow for investigations by an independent individual, when a suitable legislative vehicle is identified and where Parliamentary time allows.

c. Complaint investigation powers - finance

Comments in response to the consultation

The Government in its assessment of the likely financial effect of proposed changes for PCC complaints did not envisage the investigation of complaints being lengthy, and asked Police and Crime Panels and Chief Executives further questions to gain a better sense of how much individual investigations were likely to cost.⁴ The questions and a summary of the responses are set out below.

- Q3 How many complaints about a PCC did you receive in financial year 2014-2015?**
- Q4 Of those complaints, how many have you considered where you would have benefitted from the ability to investigate the complaint?**
- Q5 How much investigation, in terms of hours worked, would you expect it to take to investigate a complaint?**

24 PCPs reported receiving between 0-10 complaints about the PCC in financial year 2014-15. Out of the 27 Panels that responded in total, 11 stated that they would have used a power to investigate complaints on either one or two occasions during the financial year 2014-15. The remaining PCPs noted that they did not receive any complaints during this period which would have benefitted from the power to investigate, and that it was possible to resolve all complaints in these force areas informally using existing powers.

The majority of PCPs and Chief Executives indicated that the number of hours it would take to investigate a complaint was dependant on the nature and complexity of the issues raised. Some respondents indicated that investigations could take a few hours and others estimated that an investigation could take a few weeks.

Government response

The Government does not envisage that investigations into non-serious complaints would become wide-ranging and complex, as the parameters for investigation will be tightly drawn to focus on the conduct of the PCC. The Government intends to include measures within the regulations to ensure proportionality and necessity of evidence gathering. We expect that the majority of complaints will continue to be handled informally and that only a small number of these will benefit from investigation. Given this, the Government does not anticipate that Panels will incur large additional costs.

The Government believes that funding for any costs incurred during investigations should be agreed locally. For example, where responsibility to investigate a PCC falls to a Chief Executive from a different force area, neighbouring force areas may wish to establish reciprocal agreements whereby the cost of investigation is absorbed by their offices. Alternatively, where a PCP delegates investigatory responsibility to a local authority monitoring officer, the PCP may decide to reimburse the monitoring officer for any expenses incurred during any investigation. The Government does not anticipate that PCPs will incur large additional costs if investigations

⁴ Police and Crime Commissioner Complaints: Assessment of the likely financial effect of proposed change-
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486928/6-1462-Annex_A-Financial_Assessment-Police_Complaints.pdf

are delegated to a local authority monitoring officer, and so costs for this should be absorbed within existing Panel budgets.

With PCCs taking on a greater role in the handling of complaints made against their police force, and with the responsibilities held by a PCC increasing, the Government recognises that the number of complaints about the PCC may increase. The Government will keep under review the funding provided to PCPs, including the resource available to investigate complaints.

d. Informal resolution guidance

Through Schedule 7, paragraph 3(2) of the Police Reform and Social Responsibility Act 2011 a PCP is restricted to informal resolution of any non-serious complaint made against a PCC. Paragraph 3(5) of Schedule 7 defines informal resolution as “encouraging, facilitating, or otherwise assisting in, the resolution of the complaint otherwise than by legal proceedings...”

The Government proposes introducing non-statutory guidance clarifying that informal resolution is not reliant on the agreement of both parties, though this should remain the preferred outcome. Where a PCP is unable to reach an informal resolution which is agreeable to both parties it remains open to PCPs to use their powers under sections 28(6) and 29(3) of the PRSR Act 2011. These sections set out that PCPs have a free standing power to make recommendations and may require a PCC to respond in writing to any recommendations made by them. The questions and a summary of the responses are set out below.

Comments in response to the consultation

16.To what extent do you agree or disagree that PCPs’ existing powers to make recommendations on the expected level of behaviour of a PCC are sufficient?

The majority of respondents indicated that PCPs’ existing powers to make recommendations on the expected level of behaviour are sufficient. However, a few respondents felt that powers needed to go one step further, and allow PCPs to impose sanctions, with one respondent commenting that Panels are currently “toothless”. One association felt that there was “clearly uncertainty” around what powers PCPs have to respond to the outcome of a complaint, and welcomed further guidance. Most respondents felt that the ability to make recommendations, rather than impose sanctions, was an appropriate power for PCPs as ultimately, the PCC’s accountability lies with the public.

17.To what extent do you agree that, when making recommendations as part of the informal resolution of a complaint, PCPs should tie these recommendations to the expected level of conduct based on the seven Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership?

Two respondents felt that PCPs should be given greater flexibility for making recommendations as not all complaints would relate to the seven principles of public life as outlined by the Nolan Principles. However, the majority of respondents agreed that when making recommendations as part of the informal resolution of a complaint, PCPs should tie recommendations to the expected level of conduct based on the seven Nolan principles.

Government response

The Government understands that some aspects of the informal resolution procedure - when considering the PRSR Act 2011 alongside the regulations - have been misinterpreted, and that on some occasions PCPs have felt that their options were restricted if the PCC and the complainant could not agree on a method of informal resolution. Given this, working with the Local Government Association, the Government will develop non-statutory guidance to clarify the parameters of informal resolution, setting out the arrangements for PCPs to make recommendations on conduct and powers to require the PCC to respond.

The guidance will make clear that recommendations should: be linked to the expected level of conduct (based on the Nolan Principles where appropriate); ensure proportionality; and be aimed at preventing future complaints from arising. The Government believes that the ability to

make recommendations, rather than impose sanctions, is an appropriate power for PCPs as ultimately, the accountability of the PCC lies with the public, and not with the PCP.

4. Other considerations

Wales

The proposals outlined in this response will apply to Panels in Wales in the same way as they will apply to Panels in England.

Elected Mayors with PCC functions

The proposed changes for the PCC complaints system will not apply to combined authority mayors who exercise PCC functions. As is the case in London, non-serious complaints made against Mayors with PCC functions will continue to be dealt with under section 27(2) of the Localism Act 2011.

However, where a relevant office holder as listed in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 is not a member of the combined authority (or in the case of London, is not a Member of the London Assembly), any non-serious complaints will be dealt with in accordance with the 2012 regulations. This means that the proposed changes to the PCC complaints system will apply to relevant office holders – such as the Deputy Mayor for Policing and Crime – where they are not members of the combined authority (or London Assembly).

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Estate Strategy for Gwent Police

1. Introduction

The Police and Crime Commissioner for Gwent (PCC) and the Chief Constable are committed to delivering a modern and effective policing service that utilises new technology and up-to-date working practices to safeguard and reassure the public.

The nature of policing is changing and the Office of the Police and Crime Commissioner (OPCC) for Gwent and Gwent Police need to be well placed to respond on a national as well as a local level. This is set out in the priorities in the *Delivering a Safer Gwent* Police and Crime Plan 2017-2021 and the responsibilities detailed within the national Strategic Policing Requirement. In addition, the sustainability of the police estate is important with regards to reassuring the public and supports the key goals highlighted in the Wellbeing of Future Generations (Wales) Act.

To support operational service delivery, the OPCC and Gwent Police require an estate that is fit for purpose. This strategy seeks to provide an assessment of the current estate against the policing and public requirements. It outlines the vision for the estate and sets the objectives and direction for its future.

2. Vision for Policing

The National Policing Vision 2025 identifies six primary objective areas that Police services must address to ensure that future requirements are met. The objectives which will drive the strategic direction of the service over this time period are:

1. Local Policing;
2. Specialist Capabilities;
3. Workforce;
4. Digital Policing;
5. Enabling Business Delivery; and
6. Governance and Accountability.

The vision for policing in Gwent is to develop the right balance between provision and re-assurance, which includes having a responsive police service, well-located police stations and modern forms of communication and technology to ensure that officers are contactable and can provide an efficient, effective and economic service.

The Commissioner's Police and Crime Plan 2017-2021 sets the priorities for how Gwent Police and the Chief Constable manages resources to ensure delivery of services and response to all communities in Gwent. The five priorities within the Police and Crime Plan are:

1. Crime Prevention;

2. Supporting Victims;
3. Community Cohesion;
4. Tackling Anti-Social Behaviour; and
5. Efficient and Effective Service Delivery.

A fit for purpose police estate is critical to achieving these priorities and the Commissioner is committed to promoting police accessibility and visibility to ensure that uniformed presence is organised and deployed as effectively as possible.

In addition, the national Strategic Policing Requirement identifies new areas of crime that must be addressed alongside the Commissioner's priorities. Gwent Police, therefore, must be flexible, agile and adaptable to the changing nature and shape of service delivery.

Gwent Police's mission is to **Protect and Reassure** local communities and the service has specified the essential values that need to be demonstrated to meet that purpose. These values; that the people within Gwent Police **Care**, are **Fair** and **Trusted** by the public, **Responsive** to communities and **Professional** in their service delivery, are equally applicable in the shaping of this strategy.

3. Vision for the Estate

The Police and Crime Commissioner's vision for the Estate is:

A future-focussed sustainable Estate which reassures the public, motivates and enables officers and staff to deliver an excellent service with partners, whilst being financially viable.

a. Future Focussed

The Estate must be fit for purpose for the next 20-25 years and accommodate the way in which policing will change to meet differing demands and policing tactics including a focus on cybercrime and the investigation of crime using technology.

b. Sustainable

The Estate must deliver the principles of Sustainable Development enshrined in the Wellbeing of Future Generations (Wales) Act 2015.

c. Reassuring

We must recognise the important role that a physical Police presence in communities plays in reassuring the members of those communities, reflected in the Chief Constable's strategic aim to have Engaged Communities.

d. Motivating and Enabling

Officers and staff are our most important asset and we should provide them with a positive environment, physical space and the tools to do their job delivering the Chief Constable's strategic aim to promote the Wellbeing of all officers and staff.

e. **Excellence in Service Delivery**

Gwent Police aspires to achieve excellence, which is promoted by the Chief Constable's strategic aim to provide a Service that Works.

f. **Partners**

Proactive working with partners underpins our 'One Public Service Ethos' and will enable us to manage demand, provide an improved service and also provide better outcomes for the public and communities.

g. **Financially Viable**

The aspiration of the Vision for the Estate must be grounded in the reality of the financial situation we face, the need to deliver Value for Money (VFM) and also the responsible stewardship of public funds.

4. **Objectives of the Estate Strategy**

The primary objectives of the strategy are to provide:

- a. An Estate which provides a **citizen-focussed policing service**;
- b. An Estate which supports **operational policing requirements**;
- c. An Estate which demonstrates **value for money**; and
- d. An Estate which is **designed for the future**.

In aspiring to achieve these objectives, the following secondary objectives will be considered in the development of business cases for change:

a. **An Estate which provides a citizen-focussed policing service**

- i. Services meet the requirements of the public and communities;
- ii. Services are accessible;
- iii. Services present a positive corporate image; and
- iv. Services are visible where the need is greatest.

b. **An Estate which supports operational policing requirements**

- i. Services are positioned to meet demand and operational needs;
- ii. 'One Public Service' is delivered through collaboration and co-location with partners;
- iii. The welfare needs of officers and staff are met; and
- iv. Officers and staff are supported to deliver an excellent public service.

c. **An Estate which demonstrates value for money**

- i. Estate running costs are commensurate with the sector norm;
- ii. The highest environmental standards are met;
- iii. Space is optimised;
- iv. All legislative requirements are met; and
- v. Officers and staff are motivated by their surroundings.

d. **An Estate which is designed for the future**

- i. Supports accessible and visible policing within our communities;

- ii. Supports the Wellbeing of Future Generations Act (Wales) 2015;
- iii. Is sustainable; and
- iv. Supports digital connectivity.

5. Strategy Development and Delivery

The Policing Vision 2025 and its principles, when described against the current estate provision, demonstrate the need for wider consideration of policing development.

The Estate Strategy provides the foundation for developing an Estate that is fit for the future and adaptable to meet new challenges. It highlights how our estate will meet the demand for an effective public service that will be delivered with our partners in the heart of our local communities.

Headquarters

Gwent Police require a Headquarters facility which delivers corporate functions and central front line services, such as the control room, along with the support and management functions, that is fit for purpose and can support collaborative working and interoperable services.

The decision has been made to provide a facility of up to 5,000m² to accommodate corporate policing and its support functions. This will replace the current headquarters, which is 10,000m² and over forty years old.

Local Policing

The Local Policing provision comprises most of the existing estate and recognisable policing premises. Examining the local policing locations ensures that community need, as well as operational suitability, is at the forefront of estate decisions.

The model for Local Policing delivery therefore needs to reflect the analysis and the principles for service delivery to be maintained and improved. This will be achieved through the implementation of a 'Hub and Spoke model' for Local Policing.

This model will introduce policing 'Hubs' at key strategic road networks, enabling effective response to emergency and priority calls, tackling threat, harm and risk. The 'Spoke' element represents neighbourhood resources with suitable locations for engagement opportunities with communities within localities.

Hubs

A Hub is a location where a large number of officers will be brought together to parade with bespoke facilities for their professional need whilst also supporting well-being. The Hubs will be operational bases, and will not be the point of first contact for the public. They will not therefore need to be in city/town centre areas. However, there may be occasions when a member of the public is required to attend a Hub and this will be through a planned appointment.

These locations would contain flexible spaces from which resources would be deployed in close proximity to good road networks. Specialist elements of the police resource could also be based from these locations.

The Hubs do not need to be the same size or same design but would need to be operationally fit for purpose. Digital technology would enable officers to parade at these locations but then be able to leave for the duration of their shift without having to return. They would utilise community locations as well as some spokes for refreshment and meetings.

The following table presents the services that we plan to base at the Operational Hubs and the facilities that will be provided at these locations.

Operational / Patrolling Hubs

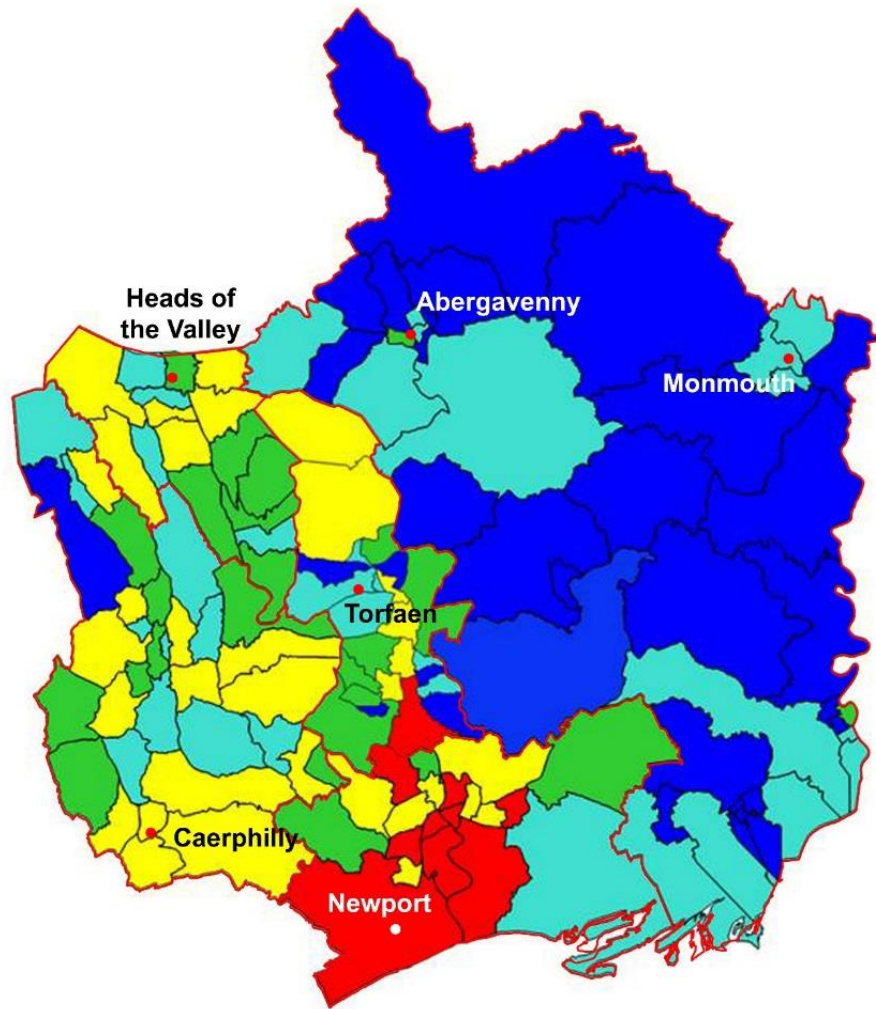
Services	Facilities	
Management	Open Plan Working	Showers
Crime Investigation Department	Property Stores	Parking
Voluntary Attendance (for Interviews)	Canteen	
Response Teams	Lockers	
PCSOs	Gym	

The Hubs will facilitate the following functionality and resource for the force.

- The management structure to support delivery of the local policing model, which has not been possible due to segregated management across neighbourhood and response teams;
- The location of Hubs to enable officers to respond within agreed timeframes;
- The knowledge of community need including geography, individuals and issues;
- Developing teams to promote engagement and buy in; and
- Wellbeing of officers and police staff.

Location of the Hubs

The location of the Hubs has been modelled taking into account the demand on police resources and road infrastructure to enable timely responses. The demand for services (measured by the number of incidents on an annual basis) is presented in the following map.



	High Density 3000 Incidents +
	1500 - 2999 Incidents
	1000 - 1499 Incidents
	500 - 999 Incidents
	Low Density 0 - 499 Incidents

The locations of each Hub will need to be subject to a full business case. Each Hub will need to be fit for purpose. There will be active communication and engagement with communities and the public during the development of the business cases and full assessment of options.



Monmouthshire

The large geographical area and poor road networks, combined with the demand profile has informed the need for two smaller Hubs to meet operational response times. In these smaller Hub locations consideration will be given to shared accommodation to enable economies of scale. Bases on the outskirts of Abergavenny and Monmouth would be preferred to enable access to the road network.

Newport

The preference for Newport is a purpose built Hub on the outskirts to the East of the city. This will allow access to South Monmouthshire as well as allowing officers to access the motorway.

Blaenau Gwent

With the development of the Heads of the Valley road a Hub at Rassau (or within that locality) would be the preferred option. It would provide support for the valleys south towards Caerphilly as well as offering support into Monmouthshire.

Caerphilly

Demand analysis suggests one Hub provided for Caerphilly, with the North of the borough serviced by the Heads of the Valley Hub.

Torfaen

Torfaen is at the centre of the Gwent area from an operational perspective and it has fast roads to access all five local authority areas. It would also be an option for custody provision as well as providing a Hub for officers.

Spokes

Spokes are locations from which the police service is visible and accessible within local communities. The provision of Enquiry Office facilities provide the ability for the public to engage directly with the police service at identifiable locations. In addition, new ways of contact, including digital services providing opportunities for self-service, enhance the opportunity for the police to engage with the public.

Critical to all of these locations, however, is the need to ensure that they have corporate identity and are known within communities as locations operated by Gwent Police.

Decisions regarding Local Policing bases will be made through assessment of local need with models for delivery including partner-owned locations, independent premises or collaborative premises with partners in police-owned premises.

The strategy presents the base in the local community as being one of two categories:

Category 1 spoke will be a building that could be solely police owned or be shared with partners. It would have published opening hours and would be staffed by a Station Enquiry Officer. There will generally be a neighbourhood PC or PCSO present and it would be accessible to significant numbers of residents in the community.

Category 2 spoke will be a building that could be police owned or could be shared with partners. It will operate on an 'If we are in, we are open' basis and would be a space for officers to meet members of public during surgeries or on a planned basis. Officers and PCSO's will not be based at these locations but would visit on a regular basis. An example would be a community facility where officers have the ability to share a desk.

Spoke Locations

Category 1 - The PCC has committed publicly that access to police stations will remain in localities where current provision is provided, however, future provision may not necessarily be from existing premises.

Category 2 – PCSOs and local Inspectors will be key to making recommendations in relation to category 2 provision. This will be determined on community engagement need and provided from community premises already used by partner agencies.

Assumptions

The modelling assumptions to be applied to all estate developments are aimed to improve the utilisation and efficiency of office space:

- A presumption for open plan as standard; design of any future office space

should be open plan, not cellular. Individual offices should not be allocated purely on rank or grade; and the need should be clearly identified by job function.

- A 70% desking provision for designated team/departments – representing seven workstations for every 10 members of staff.
- Operational shifts and other organisational functions will be assessed to ensure appropriate desk provision.
- Workstation space standard to be targeted between 5 – 6m²; including locker storage.
- Greater use of off-site storage for records management and equipment, and the use of electronic/digital filing on the force network.
- The introduction of Flexible and Agile working practices.

6. Current Assessment

The estate has developed over the last century in response to the policing demands of the time, but many of our properties do not necessarily match current or future requirements. The majority of police stations and offices pre-date modern ICT, partnership working models and environmental factors, such as carbon management plans. Whilst changes in policing structures and demand has been constant, the pace has increased and although some of the estate is still well placed to meet current demand much of it is not. Some buildings fail to meet expected standards, many lack the flexibility expected of modern workplaces, and some are disproportionately expensive to occupy and maintain.

The police estate, at the time of writing this strategy, can be characterised as follows:

- a. There are 48 assets ranging from Headquarters (over 10,000m²) to a police box (under 5m²).
- b. The Police and Crime Commissioner (PCC) owns, under freehold or leasehold arrangements, 32 properties. A further 15 properties/spaces within properties are leased or licensed and there is one property occupied under a Private Finance Initiative (PFI) contract. Therefore, 66% of properties are owned.
- c. The estate ranges from Victorian buildings to relatively new premises. Some 80% of properties pre-date the 1980s and just 20% are less than 20 years old.
- d. The most recent condition profile of the overall estate highlights that just over 70% of the properties surveyed are in good or reasonable condition. This suggests that whilst the Commissioner retains a reasonably well managed

estate, there are opportunities to improve and modernise through refurbishing or replacing parts of the portfolio.

- e. The larger properties in the estate account for a significant proportion of overall space and cost. Some of the largest properties are disproportionate to the number of officers and staff they house and therefore demonstrate a high running cost per capita/head count.
- f. The Victorian premises, which are located throughout Gwent, have several similarities in design and construction. They can be considered to have been designed in line with policing delivery at the time of build and retained as stations recognisable within communities in Gwent. Some have been established within or adjacent to residential premises and each is generally of solid wall construction, with a collection of small rooms. They are relatively high cost to maintain and not situated with a view to modern transport requirements.
- g. Premises falling into a category relating to construction within the 1960's and 1970's suffer with poor insulation and associated heating implications. They are also comprised of smaller designated spaces and incur higher maintenance costs for the organisation. The current Headquarters (built in the 1970's and of similar construction to the now demolished Torfaen/Monmouthshire County Hall) is showing signs of its construction deficiencies. Concrete degradation, ill-fitting windows and other maintenance considerations make this a priority. A move to a newly designed Headquarters premises, with the ability to be flexible in design, use and longevity is being planned. The occupancy profile at Headquarters includes corporate support and policing departments.
- h. The most recently built premises are better insulated and sited in locations near to road links, however, building construction does limit the flexibility within each building. Ystrad Mynach and Newport Central, in particular, are limited to change of construction due to the custody provision in each.
- i. The Commissioner has lease agreements on premises within the Mamhilad Park Estate. Over the past two years, there has been a withdrawal from these premises and relocation to Headquarters. The Commissioner also has lease agreements on premises at the Vantage Point complex in Cwmbran. Housing the Learning and Development department, Human Resources (HR), Criminal Justice Administration and partners within the Crown Prosecution Service (CPS), the space is provided on a predominantly open plan basis, with designated meeting/training spaces.
- j. Occupational Health is currently located within a semi-detached former police house in Llantarnam, which is independent from other support departments. The Commissioner also owns a welfare chalet in Pembrokeshire, used to support officers and staff as a health and wellbeing retreat.

k. Collaborative Arrangements

i. 101 House

This is a collaborative emergency centre supported through funding from Welsh Government and situated on the border between Gwent and South Wales Police. The space is shared with South Wales Police, South Wales Fire and Rescue Service and Welsh Ambulance Service Trust.

ii. Joint Scientific Investigation Unit

Located at South Wales Police Headquarters, this two-force collaboration provides in-house forensic services and has gained UKAS accreditation.

iii. Joint Firearms Unit

This tri-service collaboration provides the specialist firearms provision for Dyfed Powys, Gwent and South Wales. The Unit covering the Gwent area is located at Rumney Police Station, Cardiff, with the training delivered from the Waterton Estate, Bridgend.

7. Approach to Implementation

The future strategy and proposals seek to optimise the balance between retaining, improving and replacing both operational and support premises.

The fundamental principle within the strategy is that the force will not withdraw from communities and will instead seek to achieve the Commissioner's Vision for the Estate:

A future-focussed sustainable estate which reassures the public, motivates and enables officers and staff to deliver an excellent service with partners, whilst being financially viable.

A key element will be the development of business cases that demonstrate the best approach to policing a geographic area, supported by robust evidence for the preferred option applied to each property. The appraisal will utilize the PESTELO assessment to ensure a comprehensive understanding of the factors that will be impacted upon; the PESTELO matrix for this strategy is provided at Appendix 1. These will be prioritised for development and implementation, taking into consideration the size and geographical spread of the property portfolio, the extent of possible change, existing opportunities for collaboration as well as the resource and capacity to meet demand.

This will mean implementing a strategy that will:

- *Retain* and more effectively occupy accommodation and sites where properties are well located, in good condition and support strategy.
- *Redevelop or refurbish* properties to improve those that are located in strategic locations, with potential to accommodate future requirements which

are currently in poor condition.

- *Replace* property not in the right location, or properties in poor condition that cannot provide for future needs. Service provision will be enhanced through investment in better located accommodation, which could mean:
 - acquiring new accommodation, either new leasehold property or a new freehold build, or acquisition; or
 - enhanced collaboration and co-location with partners in shared facilities.
- *Recycle* the estate in the spirit of the Wellbeing of Future Generations Act (Wales) 2015; working with communities, voluntary and third sector organisations to enable property to be used by relevant groups; or transfer ownership to support local improvements, initiatives and social enterprises.
- *Regenerate* in collaboration with partner agencies, seek opportunities to support local development in areas of deprivation where this may be appropriate (e.g. ongoing local regeneration initiatives).

The proposed models have been applied to a number of example areas to allow illustrative options to be developed. These options reflect the functional requirements and meet the established strategic parameters. They describe a range of opportunities including increased collaboration and co-location which provides greater challenge to the status quo and the application of more ambitious space standards.

The process indicates the extent of benefit that will be achieved, but each example would require further development by means of a business case to establish which level of ambition is most appropriate.

The range of options will be influenced by a number of factors including, but not limited to:

- Pace of change of enablers (Digital programme, HR reform, Delivery Plan).
- Available funding (from existing budget and capital receipts).
- Partnering and space sharing opportunities.

This Estate Strategy will require annual review to reflect development and change.

8. Sustainability

The estate must be environmentally friendly to ensure sustainability for future generations. The implementation of the strategy will recognise building standards to achieve the standards of the UK Committee on Climate Change (UKCCC) and the ambition for the Welsh Public Sector to be carbon neutral by 2030.

9. Financial Implications

More effective use of accommodation may result in Gwent Police being located in fewer premises but delivering a more accessible and visible service to the public. The current estate has a capital value of £22m and the annual running costs are £7m.

Headquarters

The cost of the new Headquarters is estimated at a capital cost of **£16m** and an annual revenue cost of £500k. These costs are supported by a business case approved for implementation in the summer 2016. A budget of **£3m** has been allocated to cover the expected costs of Information Technology and furnishings.

Hubs

The cost of the Hub will be dependent on the number of officers that will be based from each location and will be influenced by whether it is new build, utilisation of a current police premise or collaborative premise.

Spokes

The cost of the sixteen potential spokes have been estimated determined on category 1 and 2 models for which individual needs assessments will inform the type of provision:

The Category 1 spoke is expected to cost a capital sum of circa £320k and annual running cost of £32k.

The Category 2 spoke in each location will cost a contribution to a partner organisation.

These costs are fluid and therefore potential overall costs of the spokes have not been included in the financial plan for the Estate Strategy.

Total

The total capital cost of this strategy over the period of the current Medium Term Financial Plan (MTFP) is summarised in the following table.

Capital Programme	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£	£	£	£	£	£

A) HQ

1. Building Costs	2,086,000	9,987,392	4,027,820	0	0	16,101,212
2. Fit out, ICT and decommissioning costs	0	0	1,000,000	2,000,000	0	3,000,000
Sub Total HQ	2,086,000	9,987,392	5,027,820	2,000,000	0	19,101,212

B) Police Hubs - Net of Disposals

1. Monmouth Hub (Phase 1)	0	400,000	0	0	0	400,000
2. Abergavenny Hub (Phase 1)	0	0	1,000,000	0	0	1,000,000
3. Heads of the Valley Hub (Phase 3 Yr 1)	0	0	0	0	1,691,495	1,691,495
4. Ystrad Mynach, Caerphilly (Phase 2)	0	0	1,500,000	1,500,000	0	3,000,000

Sub Total Hubs	0	400,000	2,500,000	1,500,000	1,691,495	6,091,495
C) Police Spokes						
Sub Total Spokes (9 premises)	0	640,000	1,280,000	0	960,000	2,880,000

Affordability

The financing of the Estate Programme will be sourced from both reserves and public sector loans. The funding of loans will be financed through the revenue savings achieved through the rationalisation of the estate and the lower running costs of new buildings compared to the current estate.

The programme will be developed on a rolling four-year basis to align to the MTFP.

The financing for each development will be considered in individual business cases to ensure the Financial Strategy is sustainable.

10. Delivery Timeline for Estate Review and Implementation

Delivery of the Estate Strategy will be planned and implemented as a programme over a ten-year period.

An outline implementation plan has been developed based on the condition of the current buildings and the need for change.

Current	Headquarters 2017 - 2020	HQ and other Corporate Buildings
Phase 1	Monmouthshire North 2017 - 2019	Abergavenny, Monmouth, Usk
Phase 2	Caerphilly 2018 - 2020	Bargoed, Bedwas, Blackwood, New Tredegar, Risca, Ystrad Mynach
Phase 3	Heads of the Valley 2020 - 2022	Abertillery Fire Station, Blaina, Brynmawr, Ebbw Vale, Rhymney, Tredegar, Tredegar Stores
Phase 4	Torfaen 2022-2025	Blaenavon, Cwmbran, Garndiffaith, Pontypool, Trevethin

Phase 5	Newport – New M4 2025 - 2027	Alway, Bettws, Caerleon, Caldicot, Chepstow, Gaer, Magor, Maindee, Newport, Pill, Rogerstone
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The Headquarters development is progressing with the purchase of the land secured and the appointment of design contractors. Planning permission is due to be submitted early in 2018.

Phase 1 of the strategy will be progressed with the development of business cases for the Hubs in the North Monmouthshire area; specifically Abergavenny Town and Monmouth Town.

In turn, the Category 1 spokes will be developed for both Abergavenny and Monmouth Town Centres.

This will include necessary processes to ensure that proposals are subject to engagement with partners and local communities as well as the development of an Equality Impact Assessments.

A programmed approach will be implemented to meet organisational needs and re-shape the estate. The annual review of the strategy will provide the opportunity to review the prioritisation to ensure the strategy has flexibility through implementation to react to opportunities as they arise. Appropriate resources will be directed to deliver the individual projects in line with recognised project management methodology.

11. Communication Strategy – Internal and External

The Engagement and Communication Strategy has been developed to ensure effective communication and engagement at each stage of the Estate development with key stakeholders. The stakeholders will include elected representatives, communities and members of the public as well as Police Officers and staff.

The strategy considers local variances, as well as identifying key similarities to ensure consistency.

12. Conclusion

The Estate Strategy highlights that the nature of the current police estate is both significant and diverse and that the potential opportunities arising from the implementation of the strategy are considerable.

It provides an opportunity to consolidate the footprint occupied by Gwent Police and rationalise the assets held without compromising on visibility and accessibility for communities. The intention of the strategy is to ensure that services are delivered consistently whilst having flexibility to evolve to meet emerging and future changes.

Collaboration at a local and regional level is integral to the strategy and builds on the vision of a modern, demand led and collaborative model of policing.

In conclusion, the Estate Strategy provides the foundation for developing an estate that is fit for the future and adaptable to meet new challenges, meeting the demand for an effective public service that will be delivered in partnership at the heart of local communities.

DRAFT

PESTELO Analysis

The areas for consideration will need to be viewed alongside a comprehensive assessment of the drivers for change. Use of the PESTELO model will ensure this is consistent across all areas of policing service delivery.

Political <ul style="list-style-type: none"> Consider development towards 'One Public Service' and delivery of a collaborative culture. Drive for a radical change in design and delivery of public services. Maintain responsiveness in service delivery to build public confidence. 	Technological <ul style="list-style-type: none"> Future ICT systems and infrastructure which will support more flexible/remote working practices. Greater communications mobility, releasing officers and staff to front line service provision.
Social <ul style="list-style-type: none"> People and communities at the heart of service delivery (bottom up, not top down), with a drive toward community empowerment and connectivity. Changing workforce demographic requiring greater demand for agile working (e.g. flexible workers, carers). Responsibility to support diverse communities, particularly areas of deprivation. 	Legislative <ul style="list-style-type: none"> Community Planning – requiring joint services delivery and sharing of public resource; cross-cutting responsibility for community wellbeing. Wellbeing of Future Generations Act (Wales) 2015.
Financial <ul style="list-style-type: none"> Maximise resources by joint working & collaboration. Stewardship of public funds: responsibility to be efficient and cost-effective and deliver service within reduced budget. Impact of socio-economic factors. 	Environmental <ul style="list-style-type: none"> Climate change implications. Carbon emission reduction targets.
Organisational <ul style="list-style-type: none"> Consolidation and streamlining from legacy structures and premises. Reshape of service delivery to meet changing demands. Cognizance of financial constraints for future development. Remain focused upon force mission and values and Police and Crime Plan. 	

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GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2017/18

CONFIRMED DATES

26th January 2018 at 10am

- Treasury Management Strategy
- Treasury Management 6 Month update
- Budget Precept

16th March 2018 at 10am

15th June 2018 at 10am

14th September 2018 at 10am

21th December 2018 at 10am

Date to be Confirmed

Strategic Equality Strategy update
OPCC Complaints

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