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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans
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Date: 10th March 2017

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **The Chamber, County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA** on **Friday, 17th March, 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: -

3	Gwent Police and Crime Panel held on 27th January 2017.	1 - 6
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5	Verbal Update by the Gwent Police Chief Officer Team.	
6	Estates Strategy Presentation - To Follow.	
7	Overview of Policing and Crime Act 2017.	9 - 10
8	Delivering A Safer Gwent - Gwent Police and Crime Plan 2017-2021.	11 - 46
9	Forward Work Programme.	47 - 48

MEMBERSHIP:

Councillor Mostyn Lewis, Blaenau Gwent
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Mrs Gaynor Denise Oliver, Caerphilly County Borough Council
Councillor Mrs Norma Parrish, Torfaen County Borough Council

Councillor Jessica Powell, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council
Councillor Frances Taylor, Monmouthshire County Borough Council
Councillor Omar Ali, Newport City Council
Councillor John Guy, Newport City Council
Councillor David Williams, 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. Farrar, Chief Constable
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 IN THE CHAMBER, COUNTY HALL,
RHADYR, USK, MONMOUTHSHIRE, ON FRIDAY 27TH JANUARY 2017 AT 10.00 A.M.**

Present:

Councillor J. Guy – Chair

Councillors C.P. Mann, Mrs C. Forehead and Mrs G.D. Oliver - Caerphilly County Borough Council

Councillor P. Clarke – Monmouthshire County Council

Councillors O. Ali - Newport City Council

P. Nuttall and G. Howells – Co-opted Members

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 D. Garwood-Pask - Chief Finance Officer, Office of the Police and Crime Commissioner for Gwent

Together with:

Mrs C. Forbes-Thompson (Interim Head of Democratic Services)

C. Evans (Committee Services Officer)

1. WEB-CASTING

The Chair reminded those present that the meeting was being filmed and would be made publicly available in live and archive form via the Gwent Police and Crime Panel website.

2. DECLARATIONS OF INTEREST

Councillor J. Guy wished it noted that he is Member of both Gwent and Newport Neighbourhood Watch.

Councillor Mrs C. Forehead wished it noted that she is the Chair of Llamau; however they have not formally met to date.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs N. Parrish (Torfaen County Borough Council), F. Taylor (Monmouthshire County Council) and L. Winnett (Blaenau Gwent County Borough Council).

4. MINUTES – 9TH DECEMBER 2016

RESOLVED that the minutes of the Gwent Police and Crime Panel meeting held on 9th December 2016 (minute no. 1 - 11) be approved as a correct record.

In discussing the minutes, and in reference to the Recruitment and number of recruit that have dropped out of the programme, it was noted that to date during 2016/17 there had been 5 cohorts of 20 Officers, of which only 4 officers had left, 2 during training and 2 in the first few weeks on the Force.

In addition, Members were asked to note that the 101 Service has provision for a user with hearing impairment to use their own mini-com system. However, improvements to the service are continually being sought.

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

The Police and Crime Commissioner for Gwent provided an update on his time in office to date.

Operation Emerald – Pill Disorder

There has been a discussion at the Newport Public Services Board (PSB) to take forward a partnership approach to the issues experienced in Pill and central Newport. The Cohesive Communities sub group of the PSB has developed a positive multi-agency action plan. Good progress is being made by partners and the Police are engaged with the local community. Positive engagement is also being planned with community residents and businesses. A specific meeting of the PSB is to take place on Pill at the beginning of February.

The Panel were pleased to note the positive work being undertaken and the improvements being made, as well as the impact that the increased police presence has had on the wider area of Newport.

Appointment of New Deputy Chief Constable

The Assistant Chief Constable Julian Williams has been appointed as the new Deputy Chief Constable and took up the role on the 1st January 2017. Chief Superintendent Emma Ackland is currently Acting Assistant Chief Constable.

Update on the Welsh Language Standards

The Panel noted that work towards implementation of the standards is well underway. An internal Welsh Language Board has been established to support activity across the Force and the Office of the Police and Crime Commissioner (OPCC) where applicable and is attended by the Deputy Police and Crime Commissioner and the Policy Officer with responsibility for Welsh Language.

With the support of the OPCC, Gwent Police will host a visit of the Welsh Language Commissioner on 25th January 2017. The visit aims to provide context for some of the challenges of the standards and will involve a session in the Force Communications Suite, observation of training provision and a tour of the new Custody Suite combined with a 'ride along' with the Area Support Unit and Neighbouring Policing Team.

A recruitment process has been undertaken to appoint a joint Welsh Language Officer and Welsh Language Translator. Candidates have been shortlisted and interviews will take place on the 24th January 2017. The Deputy Police and Crime Commissioner has been involved in the recruitment process.

The Panel discussed the update and sought further information on the current translation processes in place with particular reference to 999 and 101 Service calls. It was noted that currently, there is an arrangement in place with North Wales Police, should there be a time limited translation requirement.

Update on 101

Performance at the first Point of Contact has continued to improve. In December 2016 101 calls were answered within a service response time of 60 seconds; this equates to 64.2% of the total of calls received. This is the highest level the suite has achieved to date since the new model was introduced, continuing previous months' improvements. The average wait time for calls to be answered has decreased in this period to 1 minute and 22 seconds. This is the lowest wait time since the new working model has been introduced. The Communications Suite leadership team is confident that this will reduce further within the imminent introduction of further system improvements.

The Panel discussed the update and sought further information on the number of calls dropped, as well as the number of incidents reported via email. Officers outlined that data is available, of which will be included in a report at a future meeting.

Public Surgeries

Public Surgeries have recently been reintroduced and have already taken place in Caerphilly and Duffryn with one planned for Ebbw Vale on 18th February 2017. Further Surgeries will be planned and advertised via the OPCC website, Gwent now and various other channels.

All Wales Modern Slavery Event

The Commissioner will be hosting an All Wales Modern Slavery Event on the 22nd March 2017, which has been organised in partnership with the Welsh Government. The Panel requested that further information be forwarded, when the time and location has been confirmed.

6. DELIVERING A SAFER GWENT – POLICE AND CRIME PLAN 2017-2021 (DRAFT FOR CONSULTATION)

The Panel were asked to note that the plan is currently in draft form for consultation, feedback from which will be considered and the final plan reported to the Panel at the next meeting.

The plan has considered current local policing requirements, consulted widely with the community of Gwent, partners and other stakeholders and also taken into account the national policing requirements to ensure that the priorities reflect the police and crime issues facing all of us and the diverse needs of our communities.

As a result of all these considerations, together with the results of the local Police and Crime Plan consultation, the policing priorities for Gwent would be:

1. Crime Prevention
2. Supporting Victims
3. Community Cohesion

4. Tackling Anti-Social Behaviour
5. Effective Service Delivery

The main focus of the Plan would be crime prevention, whilst aiming to provide the best service possible to improve community safety, protection for vulnerable people and to provide support for victims of crime, ensuring the most efficient and effective use of resources, whilst ensuring to maintain a balanced budget and provide Value for money.

The Commissioner expressed his gratitude to his team for all the hard work and support to produce the plan and invited questions from the Panel. The Panel discussed at length. A Panel Member sought further information on the crime numbers, with particular reference to the number of arrests and cautions made. The Commissioner explained further information could be provided at the next meeting, from the Assistant and Deputy Chief Constables. However, in relation to the cautions, this is dependent on the issues and cause of arrest, and the Panel were asked to note that there are a number of projects in place in which diversion from the criminal justice system are in place, to help prevent re-offending.

Discussions ensued around engagement and youth provision and the impact on Anti-Social Behaviour. The Commissioner provided examples of youth engagement, such as sports schemes and community work by PCSOs. In addition, Community Council meetings were discussed and it was requested that the Panel provide feedback to the Commissioner, should there not be police presence or a report presented to the meeting.

The Panel provided further feedback on the plan and outcomes and objectives and success measures, the Commissioner was keen to take on board the Panel's suggestions and also requested that any further feedback be provided via email to the Commissioner, for consideration and incorporation.

7. POLICE AND CRIME BUDGET AND PRECEPT PROPOSAL 2017/18

The Chief Finance Officer presented the Panel with a detailed report, which outlined the budget proposals and background information and sought the views of the Panel on the Gwent Police and Crime Commissioner's recommendation to increase the Council tax precept by 3.99 % for 2017/18.

The Panel considered the budget proposals, planned efficiency savings and proposed utilisation of the Reserves and Committed funds, along with the Capital Programme, as outlined in the Appendices to the report. The Panel debated the proposed increase and, in particular, considered the impact on the residents and communities of Gwent who are under increasing financial pressures.

The Panel acknowledged that the Commissioner has identified efficiency savings and there were proposals to utilise reserves and committed funds. The Gwent Police and Crime Commissioner has carried out a public consultation regarding the proposed Council Tax Precept for 2017/18 and the Chief Finance Officer reported an update from his written report that 51% of respondents supported an increase of 3.99% or above. However the Panel noted that the number of responses was below a statistically robust sample size. From the responses received 27% supported 2% and 22% supported less than 2% respectively with a large number of those supporting 0%.

The panel noted that the provisional police funding settlement indicated a small budget surplus could be achieved for 2017/18. The previous MTFP assumptions indicated a cut in Central Government Grant of 2.00% whereas the cut was 1.40% in cash terms. In addition there has been over £100k additional revenue received through council tax as a result of new build housing. These two changes represent total extra income of around £500,000.

Following a full debate on the proposed forecast budget, the Panel adjourned for a short recess to enable them to reflect on the information that had been provided.

On reconvening the Panel voted to endorse the Commissioner's proposed precept for 2017/18. The Panel recognised that the 3.99% increase in the policing precept was needed to address the reduced Home Office funding and provide significant investment in emergent pressures such as cyber enabled criminality. However taking into account the better than expected funding settlement and additional council tax receipts, it was felt that the Gwent Police and Crime Commissioner could issue a lower precept. Therefore, the Panel recommended that the Gwent Police and Crime Commissioner consider a lower precept of 3.55%.

The Panel wished to place on record their thanks to Mr Darren Garwood-Pask, Chief Finance Officer, for engaging the Panel in early discussions about the Commissioner's Medium Term Financial Plan and the detailed budget and precept report.

8. TREASURY MANAGEMENT UPDATE REPORT

The report provided the Police and Crime Panel with the first Treasury Management Activity Report in 2016/17, which outlined the Treasury Management Activity for the period 1st April 2016 to 31st October 2016.

It was noted that the Treasury Management Activity includes investment and borrowing transactions. As outlined in Appendix 1 of the Officers report, the Panel noted the fixed investments on deposit with counterparties as at 31 October 2016 totalled £53.50m. On maturity these deposits will earn an average rate of return of 0.353%, which will amount to £0.113m of earned interest income on maturity.

Appendix 2 summarised money market investments as at 31 October 2016 and detailed a current portfolio of £6.25m, invested across 5 triple-A rated funds. The current average yield is 0.279%, which will provide an estimated annual interest rate of 0.033m, if the current investment level is maintained and rates remain stable.

As per the 2016/17 Treasury Management Strategy all investment deposits are with counterparties that have at least an 'F1/P1/A1' short term credit rating (Fitch, Moody's and Standard and Poor's). All money market funds are Triple A rated.

The Panel discussed the report at length and were pleased to note the financial prudence that has been applied to both borrowings and investments.

9. TREASURY MANAGEMENT STRATEGY 2017/18 TO 2019/20

The Chief Finance Officer presented the report, which outlined that Treasury Management covers borrowing, investing, banking and cash flow management and that the report fulfils four key annual legislative requirements:

- (i) The setting of the Prudential Indicators relating to Capital Expenditure
- (ii) The Minimum Revenue Provision Policy
- (iii) The Treasury Management Strategy; and
- (iv) The Investment Strategy in accordance with the Welsh Government's Guidance on Local Government Investments.

In addition, the report sought approval for twelve Treasury Management Practices.

The Panel noted that the Commissioner is required to adopt and comply with the CIPFA Prudential Code for Capital Finance in Local Authorities (2011) and the CIPFA Code of Practice on Treasury Management (2011).

The Panel were asked to consider and note the Treasury Management Strategy 2017/18 to 2019/20 at Appendix A and the Treasury Management Practices as outlined at Appendix B of the report.

The Panel discussed the report and Appendices at length and noted that:

- the weighted average life of investments with banks had been extended from 3-9 months to 3-12 months;
- The monetary limits for institutions on the counterparty list had been increased; and
- The time limit for deposits with Local Authorities had also been increased.

Each of these changes is designed to increase return to the Commissioner, whilst maintaining the inherent risk levels.

The Panel noted that Treasury Management can never be risk free and sought further information on the risks. The Officer outlined that the associated risk with borrowing is interest rates, which can be volatile. In addition, the risk associated with lending is default on repayment and that a better rate of return could have been achieved. Adherence to the CIPFA Code of Practice on Treasury Management is best practice and Members were assured that Triple A counterparties are always sought with investments under continuous analysis and made on a short-term basis, all to reduce risk.

The Panel thanked the Officer for the detailed report and presentation.

10. 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 for 2017 and requested that the Assistant Chief Constable and Deputy Chief Constable be invited to the next meeting.

The meeting closed at 12.40 p.m.

Verbal Update by the Police and Crime Commissioner for Gwent

1. Update on the Welsh Language Standards

Work continues towards implementation of the Welsh language standards. An internal awareness campaign was launched electronically on 1st March 2017 with a poster promotion following shortly.

A Welsh Language Officer has now been appointed and will start on 3rd April 2017.

The OPCC is now compliant across the majority of the standards, with activity planned to implement the remaining standards required before 30th March 2017. A small number of standards have a compliance date of 30th September 2017, and work will continue past March to ensure successful implementation.

By 30th September 2017, an Annual Report will be published against the requirements listed within the standards to cover the financial year 2016/17. A monitoring framework has been set up to support the production of the report and includes a section regarding other aspects of our Welsh language provision and implementation, such as costs. These additional factors will be reported to the OPCC Executive Board for scrutiny in conjunction with the Annual Report.

2. Public Surgeries

Since the last meeting of the Police and Crime Panel surgeries have taken place in Ebbw Vale on Saturday 18th February 2017 and in Monmouthshire on Saturday 11th March 2017. The next surgery is currently being planned for Bettws on 22nd April 2017.

3. HMIC Police Effectiveness Inspection

A report published on 2nd March 2017 has found that Gwent Police has an effective approach to reducing crime and anti-social behaviour and is good at investigating crime and protecting vulnerable people, particularly victims of domestic abuse.

<http://www.gwent.pcc.police.uk/news/story/article/force-good-at-investigating-crime-and-protecting-vulnerable-people/>

4. Emergency Services Station, Abertillery

A new Emergency Services Station which sees all three blue light services based under the same roof for the first time in South Wales was successfully launched on 13th February 2017.

<http://www.gwent.pcc.police.uk/news/story/article/emergency-services-under-one-roof-in-abertillery/>

5. All Wales Modern Slavery Event

The Commissioner will be hosting an All Wales Modern Slavery Event on the 22nd March 2017 which has been organised in partnership with the Welsh Government. Invitations to the event have been sent to the Police and Crime Panel secretariat.

6. Coercive Control Seminar

On 2nd March 2017 world-renowned Professor Evan Stark was welcomed to Gwent to provide a seminar on coercive control in the context of domestic violence and abuse.

Coercive control is a pattern of behaviour that exerts power and control over another. The abuse is complex and can include behavioural patterns such as controlling finances, depriving their partner of their basic needs as well as isolating them from their family and friends. The abuse includes not only face-to-face contact but also control via the phone, over emails and social media. Coercive control can have a devastating and damaging impact on the lives of the victims and strips them of their basic human rights.

The Seminar was attended by the Deputy Police and Crime Commissioner.

7. Visit to Newport Custody Suite

The Police and Crime Commissioner (PCC) was given a tour of the newly refurbished custody suite on Thursday 23rd February 2017. One of the main advantages of the refurbishment is that all cells are now fitted with life sign monitoring, making Newport the only custody suite in the UK with this system in place in every cell. The new system will reduce the risk of deaths in custody as an alarm will be triggered if breathing in the cell becomes too low highlighting to custody staff that immediate action is needed.

The PCC was accompanied on the visit by two Independent Custody Visitors (ICVs) who are part of the Commissioner's Independent Custody Visiting Scheme. The Scheme members are required to conduct weekly visits in pairs to the custody suite to check on the welfare and treatment of detainees.

Overview of Policing and Crime Act 2017

The Policing and Crime Act received Royal Assent on 31st January 2017.

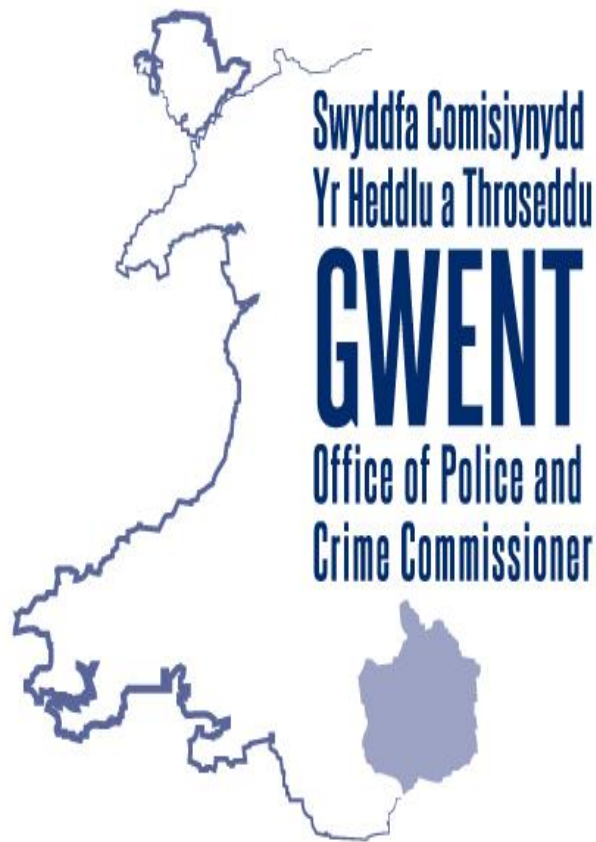
The Policing and Crime Act 2017 further reforms policing and enables important changes to the governance of fire and rescue services.

The changes are aimed at building capability, improving efficiency, increasing public confidence and further enhancing local accountability.

The main provisions will:

- place a duty on police, fire and ambulance services to work together and enable police and crime commissioners to take on responsibility for fire and rescue services where a local case is made (in England only);
- reform the police complaints and disciplinary systems to ensure that the public have confidence in their ability to hold the police to account, and that police officers will uphold the highest standards of integrity;
- further support the independence of HM Inspectorate of Constabulary and ensure that it is able to undertake end-to-end inspections of the police;
- enable chief officers to make the most efficient and effective use of their workforce by giving them the flexibility to confer a wider range of powers on police staff and volunteers (while for the first time specifying a core list of powers that may only be exercised by warranted police officers);
- increase the accountability and transparency of the Police Federation for England and Wales by extending its core purpose to cover the public interest and making it subject to the Freedom of Information Act 2000;
- reform pre-charge bail to stop people remaining on bail for lengthy periods without independent judicial scrutiny of its continued necessity;
- stop the detention in police cells of children and young people under 18 who are experiencing a mental health crisis (and restrict the circumstances when adults can be taken to police stations) by reforming police powers under sections 135 and 136 of the Mental Health Act 1983;
- amend the Police and Criminal Evidence Act 1984, including to ensure that 17-year-olds who are detained in police custody are treated as children for all purposes, and to increase the use of video link technology;
- amend the Firearms Acts, including to better protect the public by closing loopholes that can be exploited by criminals and terrorists;
- make it an offence to possess pyrotechnic articles at qualifying musical events;

- reform the late night levy to make it easier for licensing authorities to implement and put cumulative impact policies on a statutory footing;
- better protect children and young people from sexual exploitation by ensuring that relevant offences in the Sexual Offences Act 2003 cover the live streaming of images of child sex abuse;
- increase the maximum sentence from 5 to 10 years' imprisonment for those convicted of the most serious cases of stalking and harassment; and
- confer an automatic pardon on deceased individuals convicted of certain consensual gay sexual offences which would not be offences today, and on those persons still living who have had the conviction disregarded under the provisions of the Protection of Freedoms Act 2012.



**DELIVERING A SAFER
GWENT**

**GWENT POLICE AND
CRIME PLAN 2017-2021**

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1. Introduction from the Police and Crime Commissioner



In drawing up this Police and Crime Plan, I have considered current local policing requirements; consulted widely with the community of Gwent, partners and other stakeholders and also taken into account the national policing requirements to ensure that the priorities reflect the police and crime issues facing all of us and the diverse needs of our communities.

As a result of all these considerations, together with the results of my local Police and Crime Plan consultation, I have decided that my policing priorities for Gwent will be:

- 1. Crime Prevention**
- 2. Supporting Victims**
- 3. Community Cohesion**
- 4. Tackling Anti-Social Behaviour**
- 5. Effective Service Delivery**

The main focus of the Plan will be on preventing crime and I will look to provide the best service possible to improve community safety, protection for vulnerable people and to provide support for victims of crime, with a particular focus on victims of serious harm.

My Plan will shape decisions around transformation and how we can make best use of our resources to help keep people safe and provide an effective, accessible and trusted service that also provides value for money to the people of Gwent.

Catching criminals remains an overall priority for policing, both in Gwent and nationally. Beyond the focus of my five local priorities for Gwent, I will work with the Chief Constable to ensure that Gwent Police plays a full part in contributing to dealing with national and regional threats from terrorism and serious and organised crime.

The national Policing Vision 2025 recently set by Police and Crime Commissioners (PCCs) and Chief Constables across England and Wales, highlights that globalisation continues to accelerate and present new threats and challenges which are resulting in the policing landscape becoming more complex. The Vision will help to support the way that I provide local policing services, which will continue to prevent and therefore reduce crime whilst at the same time ensuring that we are able to meet our commitment to the Strategic Policing Requirement (SPR) on a national level.

The increasing magnitude of cyber-enabled crime requires a co-ordinated effort between the police, businesses, Governments and those with cutting edge insights into the future of technology. No single organisation can afford to deal with this real and growing threat alone and as such, tackling cyber-enabled crime has been woven into the fabric of this Plan.

An important element when creating this Plan is to ensure that the Wellbeing of Future Generations (Wales) Act 2015 is intrinsically linked to everything we do. Although policing is not devolved to Wales, the principles laid out in the Act are relevant to us and are essential to ensure the police help to contribute to the wellbeing of people in Gwent.

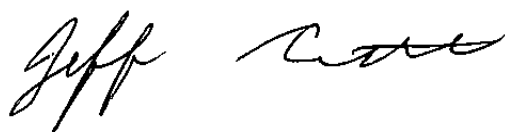
Only through strong collaborative working with key partners and public services can we seek to provide the best possible quality of life for our citizens, in particular our most vulnerable. Through efficient joined-up working, we can prevent and reduce levels of crime, resulting in fewer victims. This is why there is a clear focus on ensuring strong collaborative working with other key partners throughout this Plan. I will provide leadership with the Chief Constable to drive the most effective joined up services for the public of Gwent.

I am also committed to the provision of bilingual services in order to fully engage with the Welsh-speaking members of our communities. I will work with the Chief Constable to ensure that the Welsh Language Standards are being met and upheld within my Office and across Gwent Police as a whole.

Another significant challenge I face is the issue of a reduced budget. You can rest assured that this is a matter that the Chief Constable and I are well prepared for and one which I am actively working to address to ensure that we can maintain front-line policing as much as possible. This will require a significant focus on high quality service delivery, effective use of resources and embracing new technologies; all whilst providing value for money and ensuring that crime levels are reduced.

The nature of crime is changing rapidly and will continue to do so over the period of this Plan. The world of policing could look very different in four or five years' time and we need to be flexible enough to adapt to those changes. As your Police and Crime Commissioner, I will continue to listen to your issues and concerns and work with you to make Gwent a safer place to live and work.

I trust that this Plan will reassure the public that the safety and wellbeing of communities and citizens of Gwent is paramount.

A handwritten signature in black ink, appearing to read 'Jeff Cross', is positioned above the footer text.

Jeff Cuthbert

Police and Crime Commissioner for Gwent

Contact the Commissioner

Email: commissioner@gwent.pnn.police.uk

Tel: 01633 642 200

Web: www.gwent.pcc.police.uk

Twitter: [@GwentPCC](https://twitter.com/GwentPCC)

Facebook: www.facebook.com/gwentpcc

You can even download the **GwentPCC App**



I welcome correspondence in Welsh and English.

2. Introduction from the Chief Constable



The Police and Crime Plan 2017-2021 places the needs of communities in Gwent at the centre of local policing delivery. I am pleased to have worked closely to support the Office of the Police and Crime Commissioner (OPCC) in reflecting the priorities that are important to the public.

This Plan demonstrates how Gwent Police will focus on supporting victims, particularly vulnerable people, enabling an inclusive service to be delivered, and tackling those areas of crime that impact upon society. The Plan enables clear direction to be given to my officers and staff, ensuring that they identify and respond to calls for service from all communities in

Gwent.

Gwent Police's purpose is to 'Protect and Reassure' our communities and we have identified the values that we recognise as essential in doing so. In delivering our service we will continue to be:

- Caring
- Fair
- Trusted
- Responsive
- Professional

However the nature of policing is changing. We need to be well placed to respond on a national as well as a local level. This Plan will ensure that we address key issues and threats to community safety and stay connected with the public.

Preventing crime and reducing the impact of crime within Gwent is core to our service delivery. In responding we will support victims, protect the vulnerable and promote understanding in our activities towards wider community cohesion. We recognise the harm that Anti-Social Behaviour (ASB) causes to people's lives and will continue to work with our partners to tackle it effectively. The recognition given to these priorities within the Police and Crime Plan ensures we remain focussed upon these important issues in Gwent.

Jeff Farrar

Chief Constable of Gwent Police

3. Vision, Values and Key Principles

I have a legal duty to publish a Plan which sets out my police and crime priorities. These priorities will provide the strategic direction for policing and crime services in Gwent from 2017 to 2021. In order to determine the policing priorities for Gwent, there are key values and principles that drive what we do.

These values are strengthened by a vision that:

The people of Gwent have confidence in the services we provide which makes them feel safe in their communities.

The key values and principles of this Plan are:

- Ensuring that I have an open, honest and transparent way of working with the public in which I will engage, listen, feedback and make a difference;
- Promoting police accessibility and visibility with the Chief Constable to ensure that uniformed presence is organised and deployed as effectively as possible;
- Being alert to the changing nature of crime so that we are able to meet challenges such as cyber-crime, child sexual exploitation, safeguarding concerns, drugs and sexual abuse and people trafficking, including slavery;
- Building and maintaining communication and cohesion with all communities within Gwent so that people feel confident that we and the Police understand their varied needs while ensuring that respect for equality, diversity, and human rights underpins everything we do;
- Getting the balance right between provision and reassurance, which includes having a responsive police service, well located police stations and the use of modern forms of communication and technology to ensure officers are contactable and can provide an efficient, effective and economic service;
- Having regard to the needs, safeguarding and welfare of children and vulnerable adults, such as those experiencing crisis; individuals living with mental health issues and our older citizens;
- Continuing to improve partnership working with public services and the voluntary sector to support joint working which will deliver my priorities;
- Continuing to support the national Strategic Policing Requirement by providing resources and assistance when required;
- Providing an effective and efficient criminal justice system for Gwent;
- Providing robust commissioning of services to deliver my priorities;

- Implementing the Welsh Language Standards to ensure that the Welsh language is given equal status to the English language;
- Building a strong and positive relationship with Governments to ensure that effective schemes which support policing, such as the provision of Police Community Support Officers (PCSOs) in Gwent, are maintained;
- Ensuring that the people who work in my Office and Gwent Police feel valued and supported in carrying out their work and are provided with opportunities to develop and progress through the delivery of an effective People Plan; and
- Delivering value for money for the people of Gwent.

4. The Police and Crime Priorities for Gwent

The policing priorities for Gwent for 2017- 2021 are:

- **Crime Prevention;**
- **Supporting Victims;**
- **Community Cohesion;**
- **Tackling Anti-Social Behaviour; and**
- **Effective Service Delivery.**

I will be working with the Chief Constable and other partners to deliver against these priorities and will utilise the current [Her Majesty's Inspectorate of Constabulary's \(HMIC\)](#) ¹ Police Effectiveness Efficiency Legitimacy (PEEL) performance framework as a template for doing so.

The Chief Constable will provide a detailed annual Delivery Plan of the activities proposed to achieve the outcomes required to meet my priorities from a policing perspective. My Office will also produce an annual Business Plan which will detail its contribution towards delivering my priorities. The results of the progress against all activities will be reported each year in my [Annual Report](#) ².

Following the enactment of the Wellbeing of Future Generations Act 2015, we are at the start of a fundamental shift towards one public service. We are all responsible for making Gwent a place where people want to live and work.

Ultimately, working with the Chief Constable and partners, I want to ensure that;

- People who live in, work in, or visit Gwent are safe;

- People who live in, work in, or visit Gwent feel safe;
- Policing and crime services are delivered demonstrating value for money; and
- The OPCC and Gwent Police are employers that people want to work for.

1. Crime Prevention

Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and risk and especially those crimes committed against the most vulnerable.

Police, Partners and my Office will achieve this by:

- Proactive prevention and partnership working to seek to reduce all crime across Gwent with a focus on cyber-crime;
- Reducing re-offending in Gwent;
- Using the most appropriate outcome to deal with people who offend;
- Identifying and progressing innovative and tested partnership initiatives that focus on the early interventions to address crime and causes of offending behaviour;
- Reducing the availability of illicit drugs and educating and raising awareness of the impacts of drug and alcohol misuse;
- Working with partners in the development and implementation of initiatives to support and protect our most vulnerable groups; and
- Dealing effectively with the threat of terrorism and the potential impacts on our communities.

I will measure success in delivering against this priority based on:

- People in Gwent saying that they feel safe and are safe;
- People in Gwent are and feel less affected by crime;
- The provision of diversionary schemes to people who might otherwise offend;
- Offenders are brought to justice quickly and dealt with using the most appropriate means;
- Evidence of positive outcomes, for example, community resolutions; and

- Reductions in people reoffending and in particular the reduction in youth offending rates.

2. Supporting Victims

Provide excellent support for all victims of crime with a particular focus on preventing further serious harm. This includes but is not limited to those at risk of:

- Violence against women, domestic abuse and sexual violence;
- Child sexual abuse and exploitation;
- Being/becoming a high risk missing person;
- Hate crime;
- Human trafficking; and
- Modern slavery.

I am committed to addressing crimes against and supporting victims from vulnerable groups, such as:

- Older people;
- Children and young people; and
- Individuals living with mental health and/or illicit drug and alcohol addictions.

Police, Partners and my Office will achieve this by:

- Ensuring victims of crime in Gwent receive a victim-centered service which provides the best possible service and support they need to cope and recover;
- Working with partners to protect vulnerable people from domestic abuse, sexual violence and female genital mutilation;
- Working with partners to provide victims and witnesses with the information and support they require, when they require it; and
- Working effectively and collaboratively with partners in Gwent and nationally to effectively tackle all forms of crime concerning human exploitation and modern slavery.

I will measure success in delivering against this priority based on:

- Victims in Gwent are more satisfied with the service they receive;
- People in Gwent feel more confident to report crimes and incidents;
- Victims in Gwent experience fewer repeat incidents and crimes;
- Successful outcomes from the provision of a victim support service provided through Connect Gwent; and
- Having a better understanding of victim needs so that they receive a consistent and quality service from all agencies involved in providing support.

3. Community Cohesion

Ensure that the Police, partners and my office engage with communities to encourage, help and support them to work together to keep themselves safe.

Police, Partners and my Office will achieve this by:

- Obtaining the views of all communities on policing and crime matters and ensuring the services provided meet the diverse needs of our communities;
- Ensuring a commitment to equality and diversity which promotes respect and cohesion through engagement with our communities and which supports an environment where crime and disorder are not tolerated;
- Gwent Police and the OPCC have healthy, value led workforces that truly represent the communities they serve; and
- Working with our communities to minimise the effect of organised crime and reduce radicalisation and the growth of extremism.

I will measure success in delivering against this priority based on:

- The people of Gwent have an improved level of confidence in policing, are safer, feel safer and are more empowered and more cohesive;
- Our communities agree that they are being consulted and engaged with and that their voices are being heard;
- Evidence that we are accessible to all and that we have listened to and responded to the views of our communities;
- Evidence that Gwent Police has a healthy value led workforce that truly represents the communities it serves;

- The community agrees that substance misuse, organised crime and terrorism are being dealt with effectively; and
- Work with partners to reduce the harm associated with hate incidents.

4. Tackling Anti-Social Behaviour

Ensuring the Police work closely with partner organisations to tackle Anti-Social Behaviour effectively.

Police, Partners and my Office will achieve this by:

- Listening to and working with local people and individuals to identify causes and solutions to local ASB issues;
- Working with the Safer Gwent partnership to design a well organised joint approach to dealing with ASB;
- Active prevention and partnership working using resources effectively to deal with ASB and repeat ASB incidents across Gwent;
- Identifying and progressing innovative and tested partnership initiatives that focus on early intervention and address anti-social and offending behaviour; and
- Working with partners to provide diversionary activity and increase awareness of the impact of ASB.

I will measure success in delivering against this priority based on:

- People in Gwent being less affected by the impact of ASB;
- People in Gwent are experiencing fewer incidents of ASB;
- Working with communities and partners to support local efforts to deal with ASB in their areas;
- The successes achieved by the organisations provided with money from my Partnership Fund;
- The successful outcomes and impact achieved by Safer Gwent;
- Individuals and communities are satisfied that incidents of ASB are dealt with effectively;

- Working with victims to increase the awareness and use of community resolutions where applicable;
- People knowing the most appropriate organisation to go to in order to address their concerns; and
- People tell us that they feel more empowered and informed to deal with localised issues.

5. Efficient and Effective Service Delivery

Ensuring that Gwent Police and my Office are high performing organisations which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of all our communities.

Police and my Office will achieve this by:

- Ensuring the police are proactively engaging with our communities in Gwent to measure the effectiveness of the service delivered;
- Ensuring that the police are accessible and responsive to the needs of communities and individuals who will be treated with fairness and respect;
- Ensuring that officers and staff are organised and deployed as effectively as possible based upon our understanding of risk and local demand;
- Getting the balance right between provision and reassurance, which includes having well located police stations and using modern forms of communication, technology and transport to ensure officers can provide an efficient and effective service;
- Ensuring we have productive workforces with the capability and capacity to meet demand locally and nationally;
- Working with the criminal justice system to ensure a coherent and integrated focus on reducing reoffending and providing services that meet the needs of victims and witnesses;
- Improving partnership working with other public services and the voluntary sector to support Gwent Police and my Office in preventing crime and reducing demand;
- Building a strong and positive relationship with Governments to ensure that effective schemes which support policing, such as the Welsh Government's initiative to provide PCSOs, are maintained;
- Continuing to work to minimise the impact of cuts to the police budget, which have the potential to affect front line policing. This includes realising opportunities to work with other organisations and using the effective

commissioning of services to provide the best outcomes thereby ensuring that issues are dealt with by the right organisations; and

- Delivering a People Plan to value and invest in our staff and develop people with the skills and abilities to provide excellent policing services that meet the needs of the community, the organisation and the individual.

I will measure success in delivering against this priority based on:

- People in Gwent will be confident in their PCC and the policing service;
- Victims will be satisfied with the service they receive;
- Positive feedback and reassurance being received from inspections;
- Evidence of best practice and continuous improvement being used;
- Evidencing that our organisations and staff are productive;
- Evidencing that our respective workforces believe that they are treated fairly and that they represent the wider community of Gwent;
- Evidencing of digital leadership and new ways of working are utilised efficiently;
- A satisfied and professional workforce that believe they are treated fairly and feel supported;
- Achieving a balanced budget and providing value for money; and
- Evidence of collective working and using shared resources appropriately.

5. Public Engagement and Consultation on the Priorities for the Plan

I want to be a visible and inclusive PCC and I am determined to ensure that people understand the real value of this post. We have a Communications and Engagement Strategy, which is committed to ensuring that all members of the community, as far as practicable, have the opportunity to take part in my engagement activities.

Community engagement provides people with an opportunity to have a greater say in how policing services are provided for them and to become actively involved in decision making which relates to their local service provision.

Only by listening to people's issues and concerns, and putting the needs of the individual at the heart of what we do, can we seek to provide the best possible quality of life for our citizens. This is why I will continue to host and attend surgeries and engagement events during times which are convenient to the public over the

next four years.

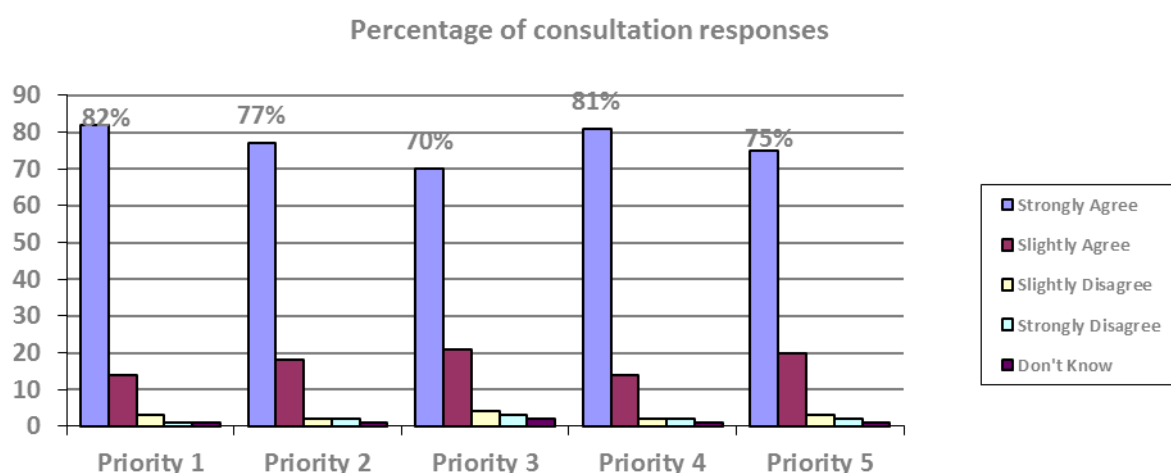
My officers and I also attend events, forums, meetings and discussion groups to engage actively with communities, partners and organisations across Gwent. This enables me to gather their views on local policing to inform the focus and priorities of this Plan.

In drawing up these priorities, I have considered current local and national policing requirements, and consulted widely with the community of Gwent.

I ran a web-based consultation between August and October 2016 which resulted in 759 people responding indicating that most respondents were in favour of all my priorities.

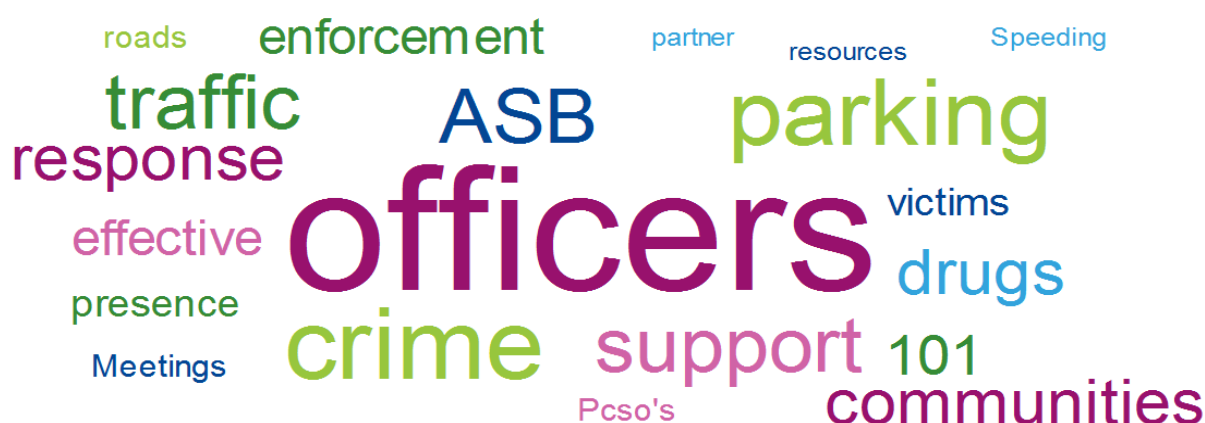
The five priority issues that people were asked to comment on were crime prevention, providing support for victims of crime, community cohesion, dealing with ASB and effective service delivery.

The graph below provides further information relating to responses received.



The diagram below illustrates the most common topics respondents raised as being important when considering the police and crime priorities.

Observations relating to 'officers' were mainly associated with accessibility and visibility in communities.



The full report on the consultation and findings of the survey can be accessed on the PCC's [website](#) ³.

Feedback from Consultation with Partners

There is a long history of excellent partnership working across Gwent and I will continue to ensure that these links are maintained. I will also explore new opportunities to work with partners to deliver against this Plan during these challenging economic times.

In developing these priorities, I also welcomed responses from Members of Parliament, Assembly Members, local Councillors, communities and partnership organisations to my consultations on this Plan. They made relevant comments around local policing, community cohesion, collaboration, safeguarding and prevention programmes. I look forward to working with them further.

Most problems are best solved by the whole community working together and this approach is strongly embedded in the way we work here in Gwent. The voluntary and community sectors are vital partners in helping to achieve the priorities in this Plan. As PCC, I will continue to maintain and establish strong links between the voluntary and community sector and my Office, and develop opportunities and services that meet the emerging needs of our communities.

Only through strong partnership working with other organisations, and by putting the needs of the individual at the heart of what we do, can we seek to provide the best possible quality of life for our citizens.

Some current examples of partnership working involving my Office:

- I have continued my commitment to roll out the **Partnership Fund**, which awards cash seized from criminals under the Proceeds of Crime Act and from the sale of unclaimed found property, to projects in Gwent. I will give grants to assist charities, voluntary organisations and community groups involved in activities that have a positive impact in preventing crime and ASB in the

communities they serve in Gwent whilst at the same time contributing towards delivering my specific areas of focus.

- The provision of a **Mental Health Nurse** is a jointly funded project with our health partners, to work within the Police control room to ensure individuals living with mental health issues receive the right level of support and intervention at the first point of contact.

This approach confirms my commitment to continue to support the key principles outlined within the Wales Mental Health Crisis Care Concordat. This is a joint agreement between the Welsh Government and 28 key organisations and partners throughout Wales which highlights how we will work together to help people going through a mental health crisis. It aims to help reduce the number of people detained inappropriately in police cells and drive out the variation in standards across Wales.

- **Connect Gwent** is the first ever multi-agency service of its kind in Wales which provides positive and lasting support to victims of crime, helping them to cope and recover. The service has brought together a range of agencies and organisations under one roof to provide enhanced support to victims of crime. The service is designed to ensure victims are supported inside and outside of the criminal justice process and that they receive the support, information and guidance they need to cope with their victimisation and to assist recovery.
- Women are supported and diverted away from the criminal justice system via projects such as **Women's Pathfinder** which is a Wales-wide initiative aiming to reduce offending and reoffending by women in Wales by providing an integrated approach focusing on the specific needs of women. One key part of this work is the Diversion Scheme which aims to divert women at a low risk of reoffending away from the criminal justice system and into comprehensive packages of intervention and support at the earliest opportunity.
- My office has also helped fund and support the rollout of the **Positive Futures** programme across Gwent. Positive Futures is a sport based inclusion programme which uses sports and physical activity to mentor and divert young people away from crime and ASB. Nearly 10,000 individuals throughout Gwent engage with the programme annually and the police have noted a reduction in incidents of ASB in areas where the programme is active.

6. The Context of Policing and Crime in Gwent

Gwent covers 600 square miles and has a population of over 580,000 people which has grown by 4.2% in the past ten years. Gwent is made up of rural towns, countryside and urban areas. Nearly 4% of the population is mixed, black and minority ethnic. Large regeneration and housing projects across Gwent will bring benefits and challenges in the years to come as will the large volumes of traffic which use the M4.

The link between deprivation, poverty and crime is well established. This is important as 12% of Gwent is defined as deprived, with Blaenau Gwent showing the highest proportion of communities being in the most deprived 10% in Wales.

In Gwent, it is estimated that 17,000 children are living below the poverty line. According to the Wales Rural Observatory, the proportions of low income families are just as high in rural areas as urban ones.

NOTE: Map and info graphic inserted here will show Geography and the East and West and demographics once completed.

Local Policing Priorities

Gwent Police operates through two Local Policing Areas aligned to the five Local Authorities of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

Gwent Police is structured to a model of local neighbourhood policing, supported by teams of flexible and increasingly collaborative specialist officers and staff who provide additional protective services to help keep people safe. Gwent Police also has specialist capabilities to meet threats such as terrorism, civil emergencies, serious and organised crime, public order, child sexual exploitation and cyber security incidents.

Gwent Police is dedicated to meet the needs of the public they serve and is focused on delivering a service that keeps people safe.

They have invested in the creation of a Triage Intelligence team which receives, validates and researches all internal and external intelligence received by the service thus providing the ability to allow the identification of, and fast time response to, threats to others.

As Cyber-enabled crime has increased, Gwent Police has invested in the provision of extra staff and training for officers to investigate and gather intelligence online and via information technology. An online investigation team has been embedded in Gwent Police's structure which focuses on protecting the most vulnerable from harm, and capabilities and technology have been introduced for front-line officers providing the ability for them to promptly obtain real time evidence for on-going investigations.

Gwent Police also supports and runs preventative programmes to advise people how to stay safe. One such specialist programme is the All Wales School Liaison Core Programme (AWSLCP) which has been developed in recognition of the role that schools and education can play in tackling ASB, substance misuse and problems associated with personal safety.

The AWSCLP approach is mainly a preventative, generalised and broad-based one that is focussed on formal lessons delivered by uniformed police in the classroom, together with supportive policing activities. The aims of the programme are; to work towards achieving a reduction in crime and disorder amongst the young people of

our communities; and through the medium of education, promote the principles of positive citizenship in schools and the wider communities.

Gwent Policing Demand



The average population of Gwent is 580,400. At the time of writing, there are 1,197 full time equivalent (fte) Gwent Police officers, meaning there is 1 Police officer for every 485 members of the public. There are also about 130 (fte) PCSOs covering Gwent with about 580 (fte) Police staff supporting front line operational policing.

During the year 2015-2016 Gwent Police dealt with...

192,948 incidents & 35,690 crimes

Typical daily demand for Gwent Police...



31
Arrests made



150
999 calls received



512
Incidents recorded

72%

of all incidents have a link to computers or other social media



103

crimes recorded



4 Dwelling Burglaries



12 Thefts



6 Thefts from MV



2 Thefts of MV



28 Violent Crimes



1 Robbery



4 Sexual Assaults



60
Victims referred for support

As well as crime, officers will deal with...



45 Domestic abuse reports, 8 of which will result in arrest



68 Anti-social Behaviour Incidents



3
Complaints received & dealt with



13
Missing people, each of which will take 9.5 hours of police time



3
Injury related Road Traffic Accidents



6
People flagged as being associated with Mental Health Issues

Infographic to be inserted on Gwent Police delivery.

7. Strategic Policing Requirement (SPR)

In addition to local demand, Gwent Police must also play its part and be in a state of readiness to tackle national and regional criminal activity and threats. These include national threats, which are set out in the Home Secretary's SPR:

- Serious Organised Crime;
- Terrorism;
- National Cyber Security Incidents;
- Child Sexual Abuse and Child Sexual Exploitation;
- Civil Emergencies and Public Order; and
- People trafficking and slavery.

In considering the future focus for policing in Gwent, I must ensure that the priorities include Gwent Police's response to these threats and I will continue to work with the Chief Constable to deliver this element of the business. I will also work with my counterparts, their respective Police Forces and wider regional and national partner organisations to ensure we have capacity to tackle these major threats. In particular, I will continue to promote and support WECTU (Welsh Extremism and Counter Terrorism Unit) and Tarian (which deals with Serious and Organised Crime), which are policing collaborations in Wales to ensure:

- A cohesive approach within Southern Wales to the threats of terrorism, extremism and organised crime;
- The most cost effective means of providing essential specialist police services to mitigate and reduce serious harm within Wales, particularly in relation to Terrorism and the supply of Class A drugs;
- Meaningful integration with other UK law enforcement agencies including Her Majesty's Revenue and Customs, National Crime Agency and UK Borders Agency;
- Sustainable and substantial links between local communities and UK law enforcement;
- Enhanced capability and interoperability in the deployment of police assets within Wales with emphasis on public safety and resilience; and
- The efficient and effective discharge of the respective Chief Constables' statutory duties in relation to Terrorism, extremism and witness protection as a nominated protection provider.

8. Vision 2025

I will be working with the Chief Constable to ensure the implementation of the Association of Police and Crime Commissioners (APCC) and National Police Chiefs' Council (NPCC) 'Policing Vision 2025' in the following ways:

- Aligning local policing, and where appropriate integrating with other local public services to improve outcomes for citizens and protect the vulnerable;
- Enhancing our response to new and complex threats, developing our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond, to better protect the public;
- Ensuring policing is a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements;
- Implementing digital policing to make it easier and more consistent for the public to make digital contact; improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system;
- Delivering police business support functions in a more consistent manner to deliver efficiency, and enhance interoperability across the police service; and
- Having clear accountability arrangements to support policing at the local and national levels.

9. The Policing and Crime Act 2017

The Police and Crime Act 2017 has been developed with the intention of making policing more accountable. The Act puts forward many changes which intend to improve transparency and streamline services.

Although the legislation to bring in policing and fire services under PCCs only relates to England, there are also a number of changes to the policing service in Wales which I need to consider.

One of the legislations that I have welcomed is the move to stop children and young people being detained under the Mental Health Act in police custody as a 'place of safety'. This will be restricted for adults too. I intend to work closely with Aneurin Bevan University Health Board (ABUHB) in the first instance to avoid the use of places of safety and, if necessary, ensure that alternative, more appropriate places can be provided where people have access to the support they need.

There are also changes to the police complaints system which are intended to improve independence and accountability. I will work closely with partners and the public to ensure the service provided is fit for purpose.

10. A Commitment to Equality and Wellbeing

One of the pledges I made during the election campaign was to ensure that the principles of social justice and fairness became the cornerstone of the policing service in Gwent. This means in terms of policing, that people are treated equally and with respect and that disadvantage and poverty are tackled. This remains the case and I will continue to play an active role in ensuring that my priorities, and the

policing service that delivers them, fully support this.

I will provide leadership to ensure the policing contribution to the partnership work in implementing the Wellbeing of Future Generations Act follows the seven key wellbeing goals of the Act.

To deliver this work, each Local Authority in Gwent has established a Public Service Board (PSB). The purpose of PSBs is to improve the economic, social, environmental and cultural wellbeing in its area by strengthening joint working across all public services in Wales.

I am also committed to the implementation of the United Nations Convention on the Rights of the Child (UNCRC) and will ensure that its principles are embedded in our work to implement the Wellbeing of Future Generations Act.

As statutory invitees to the PSBs, Gwent Police and my office will evidence our cooperation in all of our planning and delivery programmes in support of the partnership approach that will be the mainstay of the PSBs work in Gwent. I will make sure that the objectives of my Plan are aligned with the PSB Wellbeing Plans to ensure a co-ordinated response to service planning and delivery.

Further information can be found on the [Welsh Government website](#) ⁴.

Joint Strategic Equality Plan 2016 – 2020

In April 2016, my Office and Gwent Police published our first Joint Strategic Equality Plan (SEP) 2016-2020. This has been developed as a result of surveys conducted by both organisations via ongoing engagement and consultation with communities throughout the year and identified requirements in practice relating to diversity matters.

The production of the joint SEP means that the way in which we monitor and scrutinise Gwent Police's performance in relation to equality and diversity matters can be more closely linked to the police's objectives. Although not required by statute, we will publish an annual report on how we are delivering against the objectives in the plan.

The main objectives for the joint SEP are;

Equality Objective One

Hate Crime and Domestic Abuse: To identify abuse and harassment where it affects communities and individuals, and act effectively to prevent and challenge this behaviour, as well as bringing offenders to justice.

Equality Objective Two

Legitimacy and Fairness: To ensure that policing activities, in particular, stop and search and encounters, involving use of force, are carried out in a way that is lawful,

proportionate, non-discriminatory, and fosters positive relations between communities and the Police.

Equality Objective Three

Access, Engagement and Cohesion: To ensure the delivery of our services is influenced by the views of people that share Protected Characteristics and that the work that we do promotes inclusivity and cohesion.

Equality Objective Four

Creating a Representative Workforce and Promoting Fairness: Work towards a workforce that is reflective of the demographics of Gwent, and ensure that everyone working for Gwent Police and the OPCC is treated fairly and without discrimination.

Equality Objective Five

Mental Health: To work in partnership to improve services delivered to people experiencing mental ill health and ensure the mental health wellbeing of all personnel.

Further information about the SEP and the equality objectives can be found on the [OPCC website](#)⁵.

Welsh Language Standards

The Welsh Language Standards are being progressed by the Welsh Language Commissioner, under the Welsh Language (Wales) Measure 2011. By implementing these Standards, we will treat the Welsh language with equal status to the English language, together with promoting and facilitating its use. This means providing a bilingual service to anyone that wishes to use Welsh in their dealings with my Office and with Gwent Police.

My Office and Gwent Police have jointly developed a strategy that sets out our commitment to the [Welsh language](#)⁶ and to ensure we drive the implementation of this activity, we will provide an Annual Report to the Welsh Language Commissioner to show how we have worked to deliver the standards.

11. The Cost of Policing In Gwent

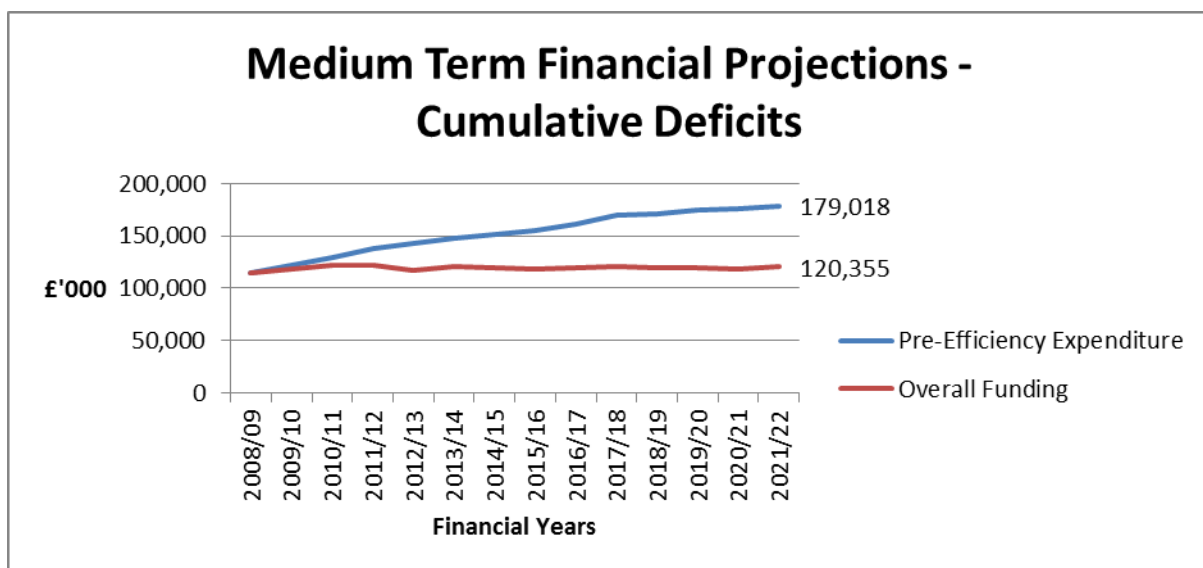
The majority of the resources available to me to deliver this Plan will be needed to fund operational policing. Robust processes have been developed over many years, to identify the funding required to provide the people of Gwent with an effective, efficient and sustainable police service. The budgetary process commences early in the financial year, providing detailed Medium Term Financial Projections (MTFPs) that identify new pressures and savings opportunities.

The future financial challenge to 2021/22 is made more difficult by the Home Office's review of the police funding formula. Once the overall size of the policing budget is determined by the Home Office (via the austerity programme), then the amount of funding provided to respective PCCs is determined by the police funding formula.

It has been well publicised that the current formula is out-dated, overly complex, opaque and in need of review. Following a 'false start' to the review process during the latter half of 2015, the review is back on track with findings expected by February/March 2017, with an implementation date of the 2018/19 financial year.

Importantly however, early figures from the Home Office received during 2015, show the effect of the then revised police funding formula being a **£6m** cut in Central Government Grant to Gwent. It could be expected therefore, that the Home Office will continue with their approach now the review is back on track, this could mean that from the 2018/19 financial year onwards, I could be faced with a **£6m** cash cut in addition to the underlying cuts forecast from the effect of the Government's austerity programme. It is also likely that transitional arrangements will be applied to the cut over a number of financial years.

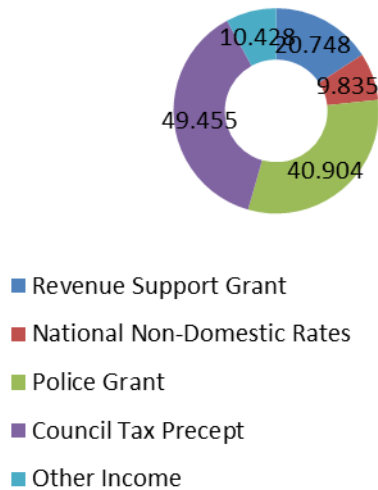
Since the start of the UK Government's current austerity programme, Gwent Police has delivered **£42.1m** of cashable efficiency savings to March 2017. These savings have been achieved by more accurately matching resources with demand and through transforming the entire policing delivery model to protect front-line policing.



Police and Crime Budget

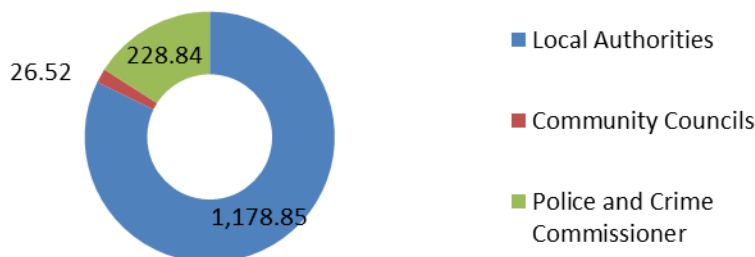
I have now set a budget of £131.370m to deliver this Plan in 2017/18. This is funded from the following sources:

Revenue Funding 2017/18 £m



A key source of my budget is the policing part (known as the precept) of local council tax bills. I took the decision to raise the precept by 3.99% for 2017/18 in light of the ongoing financial challenges that lay ahead. This is equal to an additional 17pence a week for the average household, taking the amount payable per annum for policing and crime services to £228.84.

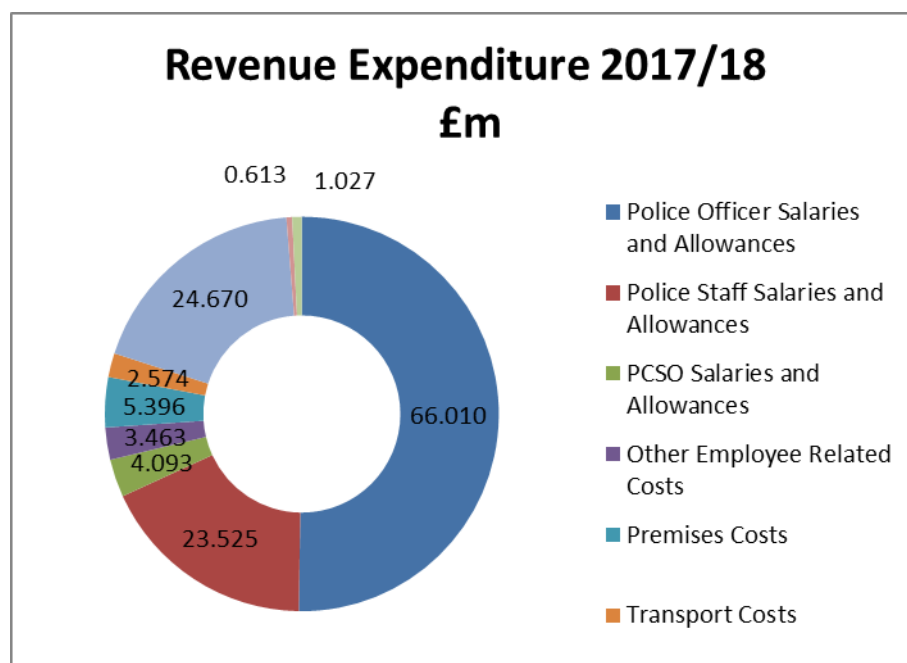
Average Band D Council Tax Bill 2017/18 £



NOTE: Formatting of chart will be addressed during the design

Having consulted extensively over the last year, I am confident that the majority of Gwent residents have accepted the need for an increase in precept. While I will continue to gauge local opinion on this matter, I have based my MTFP planning assumptions on a 3.99% increase in the precept year on year from 2018/19 to maintain flat cash funding.

The overall allocation of budget to deliver this Plan next year is shown below. Within these figures the budget for my office is **£3.340m** of which **£0.982m** is to run the OPCC and **£2.358m** to directly commission services from providers other than the Chief Constable such as [Safer Gwent](#)⁷ and the [Gwent Drug and Alcohol Service \(GDAS\)](#)⁸. The remainder of the budget **£128.030m** is provided to the Chief Constable to deliver operational policing to meet the requirements of this Plan.



12. Monitoring, Performance and Scrutiny

As PCC, I am responsible for maintaining an efficient and effective police service for the people of Gwent.

I hold the Chief Constable to account for the delivery of the police service required. I carry out this duty by monitoring and scrutinising all the activities of Gwent Police. The Chief Constable, officers and staff are responsible for delivering policing and maintaining public order and are accountable in law for the exercise of police powers. They are responsible for delivering the operational requirements of this Plan as provided by the priorities.

As Commissioner, I am responsible for . . .

- Setting the strategic direction for policing
- Working with partners to prevent and tackle crime and re-offending
- Engaging with the public and communities
- Invoking the voice of the public, the vulnerable and victims
- holding the Chief Constable to account for local policing

- maintaining an efficient and effective police service for the people of Gwent
- Setting the budget for Gwent Police and ensuring value for money

Gwent Police and Crime Panel

Whilst I am ultimately responsible to the people of Gwent, my activities, plans and processes are overseen and monitored by the Police and Crime Panel on your behalf.

The [Gwent Police and Crime Panel](#)⁹ provide support and challenge to me in carrying out the functions of my role. They focus on important strategic actions and decisions I make, including whether I have:

- Achieved the aims set out in this Plan;
- Considered the priorities of community safety partners; and
- Consulted appropriately with the public and victims of crime.

The Panel does not scrutinise the Chief Constable's performance.

Holding the Chief Constable to Account

I meet regularly, both formally and informally, with the Chief Constable to satisfy myself, on your behalf, that Gwent Police is meeting its obligations. In addition, I regularly have a range of meetings to support the delivery of the Police and Crime Plan priorities. To assist with this, my [Manual of Corporate Governance](#)¹⁰ outlines how I will hold the Chief Constable to account on your behalf. It ensures that there is an open, mutually supportive, but constructively challenging relationship between us.

The Police are also subject to an inspection regime by HMIC who independently assesses policing across a variety of activity from neighbourhood policing to serious crime including terrorism.

In preparing their reports, HMIC ask the questions which citizens would ask, and publish the answers in an accessible form. They provide authoritative information to allow the public to compare the performance of their Police Service against others, and I use their findings to work with the Chief Constable to drive improvements in our local service delivery.

We also use any findings provided by the Independent Police Complaints Commission (IPCC) to improve service delivery. The IPCC oversees the police complaints system in England and Wales and sets the standards by which the police should handle complaints. It is not part of the policing service but works to secure and maintain public confidence in the system with its recommendations being used to influence positive changes to policing in order to meet customer service requirements.

I hold a variety of meetings at which the performance of both Gwent Police and my office is monitored. These are:

Strategy and Performance Board

The purpose of the Strategy and Performance Board (SPB) is to:

- Provide a decision making forum where I can, when appropriate, consult with the Chief Constable on decisions;
- Provide a forum at which I can hold the Chief Constable to account for the delivery of policing in Gwent;
- Consider any matters relating to how the policing service is being delivered in Gwent;
- Monitor and manage delivery of the Police and Crime Plan, and;
- Review and monitor how the budget is being managed.

SPB meetings are usually held in public, but are not public meetings. The [agendas and minutes](#)¹¹ are available on my website.

OPCC Executive Board

The OPCC Executive Board (the Board) is a forum in which the PCC monitors progress against the OPCC work plan. The Board is responsible for monitoring the effective operation of the OPCC.

The Board is responsible for:

- Reviewing progress and agreeing appropriate action required by the OPCC to facilitate the delivery of the Police and Crime Plan with appropriate governance arrangements;
- Reviewing and monitoring the budget and allocation of assets and funds to the Chief Constable and the budget of the OPCC;
- Identifying OPCC matters to be brought to the attention of the Chief Constable, Police and Crime Panel, Community Safety partners, Criminal Justice partners and other public, private or voluntary sector stakeholders;
- Supporting the PCC to ensure effective public engagement; and
- Reviewing of grants awarded by the PCC and the implementation of the PCC's Commissioning Strategy.

Joint Audit Committee

Further oversight and support is provided by the Joint Audit Committee (JAC), the purpose of which is:

- To provide independent assurance to the PCC and the Chief Constable regarding the adequacy of the risk management framework and the associated control environment;
- Provide independent scrutiny of Gwent Police and OPCC's financial performance; and
- To oversee the financial reporting process adapted from Chartered Institute of Public Finance and Accountancy (CIPFA) Audit Committees Practical Guidance for Local Authorities.

The Committee provides comments, advice and assurance on matters relating to the internal control environment of Gwent Police and the OPCC.

Audit

The Wales Audit Office (WAO) comment on whether the PCC and Chief Constable have appropriate arrangements in place to secure economy, efficiency and effectiveness in their use of resources. They audit our financial statements and provide an opinion on whether the financial statements give a 'true and fair' view of whether they have been properly actioned in accordance with relevant legislation, directions or regulations, and applicable accounting standards.

External audit plans and reports, including the Annual Audit Letter, are considered by the Joint Audit Committee (JAC) at appropriate times in its annual cycle of meetings.

There is a duty upon both the Chief Constable and I to maintain an effective internal audit function. The Public Sector Internal Audit Standards (PSIAS) require Internal Audit to provide essential assurance on the adequacy and effectiveness of internal control systems. They also provide assurance in relation to the management of financial and operational business risks, corporate governance and the entire control framework.

The People of Gwent

I have already said that ultimately I am accountable to the people of Gwent. To that end, I have a comprehensive engagement and reporting programme and I use a number of social media platforms, which provide opportunities for me to inform you about what I am doing on your behalf and of the outcomes achieved.

I will continue to hold public meetings and surgeries in local communities so that you can talk to me directly about your issues and concerns and how my Office and

Gwent Police and Crime Plan **30**

Gwent Police might work with you to make Gwent a safer place to live and work.

For details of my engagement programme and activities, please visit my [website](#) ¹²

13. Working Together to Make Gwent Safer

Partnerships Working

On a number of occasions, I have stated my support for partnership working. I therefore welcome the approach of the Wellbeing of Future Generations (Wales) Act, which requires all devolved public services in Wales to collaborate for the benefit of the citizen and particularly for future generations. The Chief Constable and I are statutory invitees to the PSBs who manage this collaboration and we intend to play a full part in everything PSBs seek to achieve.

Other collaboration opportunities are provided by the following organisations and boards, which help, make Gwent safe:

Safer Gwent Partnership

Safer Gwent was established by my Office in 2015 and works with key community safety partners across the five local authority areas. It provides an organised and joined-up approach to achieve better outcomes in tackling issues such as preventing crime, ASB, preventing reoffending and supporting victims. Safer Gwent meets bi-monthly and aims to work collectively to address regional safety issues that impact on local communities.

Through its agreed strategic priorities and by using existing funding opportunities, Safer Gwent also supports the commissioning of community safety services and awards funding towards a range of projects in Gwent.

This partnership approach has recently received recognition as Good Practice by the Wales Audit Office in its 2016 report, [Community Safety in Wales](#) ¹³.

Violence Against Women and Girls, Domestic Abuse and Sexual Violence (VAWDASV) Board

Violence Against Women and Girls, Domestic abuse and Sexual Violence (VAWDASV) accounts for around 10% of all violent crime within Gwent. This translates to over 12,000 men and women who report incidents of abuse and violence within their home, and approximately 20,000 children that witness this abuse. Preventing this crime happening in the first place is therefore a core element which forms part of this Police and Crime Plan.

The Welsh Government's 'Ending Violence Against Women and Girls, Domestic abuse and Sexual Violence Act 2015' provides strategic leadership and a framework for delivering real change for all victims and survivors of these crime in Wales.

Through attendance at the Gwent VAWDASV board, which is chaired by the National Independent Advisor on VAWDASV, I will ensure that we will play our part to deliver against the aims of the Act to reduce incidents of this type of crime in the first instance and to fully support victims when offending does occur.

Gwent Local Criminal Justice Board

The Gwent Local Criminal Justice Board (GLCJB) is a non-statutory partnership which brings together the core criminal justice agencies together with a range of key stakeholders in order to improve the efficiency and effectiveness of the local criminal justice system.

The GLCJB is responsible for delivering area level contributions to deliver a fair, efficient and effective Criminal Justice System.

The All Wales Criminal Justice Board (AWCJB)

The AWCJB promotes closer partnership working between criminal justice agencies and community safety partnerships, providing a multi-agency strategic approach to issues which impact on the quality of life of those living in our communities.

The Board includes representatives from the Police, Her Majesty's Court Service (HMCS), Youth Justice Board (YJB), Victim Support, NHS Wales, Crown Prosecution Service (CPS), National Probation Service, Welsh Government, National Offender Management Service (NOMS), Ministry of Justice (MOJ), and the Legal Services Commission.

I attend the All Wales Criminal Justice Board with my PCC colleagues in Wales and I will explore how the strategic nature of this board supports and complements the work of the Local Criminal Justice Board.

All Wales Policing Group

The PCCs and the Chief Constables from all four Welsh Police Services meet every quarter for the All Wales Policing Group. The group considers current and future policing requirements for Wales and how this links into the national policing model. It enables discussion on key strategic issues and identifies how we can best work together to prevent crime and protect victims of crime from serious harm in support of local needs whilst meeting national policing requirements. An all Wales Deputy Chief Constable has been appointed to progress collaborative initiatives on behalf of this Group.

Welsh Government

Although policing is not devolved, the Welsh Government is committed to supporting policing, and particularly community policing in Wales. Given that all other public services in Wales, including the other emergency services, are devolved it is clearly very important to maintain a strong and positive relationship with the Welsh Government. Although not obliged to, the Welsh Government funds 101 PCSOs in Gwent.

14. Police and Crime Commissioner's Concluding Remarks

What is very clear during the writing of this Plan is that crime and the impact it is having on policing is changing rapidly.

The most common issue raised with me since my election, is the issue of police visibility (i.e. "Bobbies on the beat"). At times, this also included the provision of Police Stations.

I recognise the importance of providing reassurance for local communities and that forms part of this Plan but I must also take account of the dramatically changing nature of crime.

Roughly half of all crime in England and Wales is cyber based; and it is growing. The impact that this has on policing is significant. Police Officers and staff will need to have a very different skill set from Officers and staff of even five years ago.

Likewise, we have seen a marked increase in people trafficking and modern slavery. This is not just an issue of desperate and vulnerable people from overseas being trafficked by people smugglers, because many of those trafficked (and this has been highlighted in recent cases locally), have come from other parts of the UK.

These are just two examples of changes in crime that must be taken into account fully by Gwent Police.

Partnership working has always been part of the police's approach to planning and operational work. However, its prominence has been raised significantly since the introduction of the Wellbeing of Future Generations (Wales) Act 2015 which has placed collaboration between all devolved public services on a statutory basis through PSBs. Policing is not a devolved service yet but, nevertheless, the four Welsh Police Forces, and the PCCs, are full partners within the relevant PSBs. People are not really concerned about whether a public service is devolved or not. What they expect is that all public services will work together for the benefit of individuals and communities. We will help to drive partnership working so that, through our collective efforts, we get the very best possible service for the people of Gwent.

I believe it is likely that policing will be devolved (as are all the other key public services) to the Welsh Government at some point in the future. Therefore it is very important that we maintain a good relationship with the Welsh Government. For their part, the Welsh Government demonstrates their support for community safety by providing money for 101 PCSOs across Gwent.

Nothing will happen, of course, to an acceptable standard, if finance is not adequate. At the time of writing we are not sure how much money will be provided by the UK Government in the long term. We have a reasonable indication of the budget for this coming financial year but because the formula used to calculate future amounts for each Elected Policing Body Area is under review we cannot be sure about future

funding yet. It is sensible and prudent for me to assume, at this stage, that central funding will fall and that I must consider raising more money locally to make sure that Gwent police has adequate funding levels. I will need to consider this annually throughout my term of office and will do so following consultation with the people of Gwent.

I hope that these concluding remarks, and indeed the whole of this Plan, show that the picture around policing is complex and that a strong partnership with other public services is the right way forward. In this spirit, I want to make it clear that there will be regular reviews of the Plan so that changes in the nature of crime, its impact on society, and changes in technology, will be taken into account fully and adjustments made where necessary.

14. Web Links Index:

1. Gwent section of the HMIC website

www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/gwent/

2. Annual Report section on the Gwent PCC website

<http://www.gwent.pcc.police.uk/transparency/publications/annual-report/>

3. Gwent PCC Police and Crime Priorities Consultation Findings

www.gwent.pcc.police.uk/engagement/current-consultations/

4. Wellbeing of Future Generations (Wales) Act 2015

gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en

5. Gwent PCC and Joint Strategic Equality Plan 2016 – 2020

www.gwent.pcc.police.uk/transparency/publications/strategic-equality-plan-and-objectives/

6. Gwent PCC Welsh Language Information

www.gwent.pcc.police.uk/about-us/welsh-language/

7. Link to Safer Gwent information on the OPCC website

www.gwent.pcc.police.uk/engagement/partnerships/safer-gwent/

8. The Gwent Drug and Alcohol Services (GDAS)

www.gdas.wales

9. Gwent Police and Crime Panel

<http://www.gwentpcp.org.uk/>

10. Gwent PCC's Manual of Corporate Governance

<http://www.gwent.pcc.police.uk/transparency/publications/manual-of-governance/>

11. Gwent PCC Strategy and Performance Board

<http://www.gwent.pcc.police.uk/transparency/strategy-performance-board/>

12. Gwent PCC Engagement and Events Programme

<http://www.gwent.pcc.police.uk/engagement/events-and-meetings/>

13. Wales Audit Office – Community Safety in Wales Publication

<https://www.wao.gov.uk/publication/community-safety-wales>

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GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2016/17

CONFIRMED DATES

16th June 2017 – 10am

- PCC Verbal Update
- Year End Financial Report
- MTFP
- 101 Update Report

15th September 2017 – 10am

- PCC Verbal Update
- Budget Setting Timetable
- Treasury Management - Year End Report

22nd December 2017 10am

- PCC Verbal Update
- MTFP
- Treasury Management Strategy

Date to be Confirmed

- Criminal Justice (Comprehensive Review)
- Treasury Management Strategy – January 2018
- Treasury Management 6 Month Update – January 2018

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