GWENT POLICE & CRIME PLAN
DELIVERING A SAFER GWENT

2017 - 2021

Swyddfa Comisiwn ydd
Yr Heddlu a Throseddau
GWENT
Office of Police and Crime Commissioner
## CONTENTS

<table>
<thead>
<tr>
<th>PAGE</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>Introduction from the Police and Crime Commissioner</td>
</tr>
<tr>
<td>3</td>
<td>Introduction from the Chief Constable</td>
</tr>
<tr>
<td>4</td>
<td>Vision, Values and Key Principles</td>
</tr>
<tr>
<td>5-10</td>
<td>The Police and Crime Priorities for Gwent</td>
</tr>
<tr>
<td>11-12</td>
<td>Public Engagement and Consultation on the Priorities for the Plan</td>
</tr>
<tr>
<td>13-16</td>
<td>The Context of Policing and Crime in Gwent</td>
</tr>
<tr>
<td>17</td>
<td>Strategic Policing Requirement</td>
</tr>
<tr>
<td>18</td>
<td>Policing Vision 2025</td>
</tr>
<tr>
<td>18</td>
<td>The Policing and Crime Act 2017</td>
</tr>
<tr>
<td>19-20</td>
<td>A Commitment to Equality and Wellbeing</td>
</tr>
<tr>
<td>21-22</td>
<td>The Cost of Policing in Gwent</td>
</tr>
<tr>
<td>23-25</td>
<td>Monitoring, Performance and Scrutiny</td>
</tr>
<tr>
<td>26-27</td>
<td>Working Together to Make Gwent Safer</td>
</tr>
<tr>
<td>28</td>
<td>Concluding Remarks</td>
</tr>
<tr>
<td>29</td>
<td>Web Links Index</td>
</tr>
</tbody>
</table>
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. I have 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:

- Crime Prevention;
- Supporting Victims;
- Community Cohesion;
- Tackling Anti-Social Behaviour; and
- 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.

Jeff Cuthbert
Police & Crime Commissioner for Gwent
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 Police and Crime Commissioner 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; and
- 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 2017 - 2021 ensures we remain focussed upon these important issues in Gwent.

Jeff Farrar QPM
Chief Constable for Gwent
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.
THE POLICE & 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) 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 a 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.

Following the enactment of the Wellbeing of Future Generations (Wales) 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.

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

- People who live in, work in, or visit Gwent are 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.
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 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 effective 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 a reduction in youth offending rates.
SUPPORTING VICTIMS

PROVIDE EXCELLENT SUPPORT FOR ALL VICTIMS OF CRIME WITH A PARTICULAR FOCUS ON PREVENTING FURTHER SERIOUS HARM

This includes 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 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; 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.
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 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, Partners 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 individuals.

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.
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 on the right 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.
WORKING 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 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.

- 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 and recover.

- Women are supported and diverted away from the criminal justice system through the 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.
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 Black, Asian and Minority Ethnic (BAME). 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.

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.

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.
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 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.

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 through 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. The All Wales School Liaison Core Programme (AWSLCP) recognises of the role that schools and education can play in tackling ASB, substance misuse and problems associated with personal safety.

The AWSLCP approach is 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.

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.

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

At the time of writing, there are 1,203 full time equivalent Gwent Police officers meaning there is 1 Police officer for every 485 members of the public. There are also about 130 PCSOs covering Gwent with about 580 Police staff supporting front line operational policing. Gwent Police provides a 24 hour service 365 days of the year. During the year 2015 to 2016, Gwent Police dealt with 192,948 incidents and 35,690 crimes.
12 Crime prevention lessons delivered to pupils

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

13 MISSING PEOPLE INVESTIGATIONS
6 People flagged as being associated with Mental Health Issues

14 First aid lessons delivered for schools

25 ONGOING ONLINE INVESTIGATIONS dealt with by the Online Investigations Team

60 Victims referred for support

12 Thefts

68 Anti-social Behaviour incidents

3 Injury related road traffic accidents

5 Substance misuse lessons delivered to pupils

3 Complaints received & dealt with

193,363 Number of people Gwent Police engages on social media daily
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.
POLICING 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.

THE POLICING AND CRIME ACT 2017

The Policing 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.

One of the provisions 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 custody 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.
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 2015 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 2015.

As statutory invitees to the PSBs, Gwent Police and my Office will evidence our co-operation 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 coordinated response to service planning and delivery.

Further information can be found on the Welsh Government Website.

This has been developed as a result of surveys conducted by both organisations through 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 PLAN 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 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.
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 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.

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.

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.

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 (through 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 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.
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 17 pence a week for the average household, taking the amount payable per annum for policing and crime services to £228.84.

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.

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 in the chart on the right. 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** and the Gwent Drug and Alcohol Service (GDAS).

The remainder of the budget £128.03m is provided to the Chief Constable to deliver operational policing to meet the requirements of this Plan.

---

**POLICE AND CRIME BUDGET**

I HAVE NOW SET A BUDGET OF £131.4m TO DELIVER THIS PLAN IN 2017/18:

The overall allocation of budget to deliver this Plan next year is shown in the chart on the right. 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** and the Gwent Drug and Alcohol Service (GDAS).

The remainder of the budget £128.03m is provided to the Chief Constable to deliver operational policing to meet the requirements of this Plan.

---

Gwent Police & Crime Plan 2017 - 2021
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;
• Being 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; and
• 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 provide support and challenge to me in carrying out the functions of my role. The Panel does not scrutinise the Chief Constable’s performance.

They focus on important strategic actions and decisions I make, including whether I have:

• Achieved the aims set out in this Plan;
• Set an appropriate level of Precept; and
• Consulted appropriately with the public and victims of crime.

HOLDING THE CHIEF CONSTABLE TO ACCOUNT

I meet regularly, both formally and informally, with the Chief Constable to satisfy me, 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 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 Her Majesty’s Inspectorate of Constabulary (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.

The IPCC 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.
**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 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.
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 The 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.

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.

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 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](#).
WORKING TOGETHER TO MAKE GWENT SAFER

PARTNERSHIP WORKING

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.

VIOLENCE AGAINST WOMEN AND GIRLS, DOMESTIC ABUSE AND SEXUAL VIOLENCE 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.

ALL WALES CRIMINAL JUSTICE BOARD

The All Wales Criminal Justice Board (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 Tribunal Service (HMCTS), Youth Justice Board (YJB), Victim Support, NHS Wales, Crown Prosecution Service (CPS), Wales Community Rehabilitation Company (Wales CRC), Home Office, Welsh Government, National Offender Management Service (NOMS), Ministry of Justice (MOJ), Future Generations Commissioner for Wales and the Legal Aid Agency.

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.
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. 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, 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 Police Community Support Officers 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.

Jeff Cuthbert
Police & Crime Commissioner for Gwent
<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>Link to Safer Gwent information on the OPCC website (Page 22)</td>
<td><a href="http://www.gwent.pcc.police.uk/engagement/partnerships/safer-gwent/">www.gwent.pcc.police.uk/engagement/partnerships/safer-gwent/</a></td>
</tr>
</tbody>
</table>