

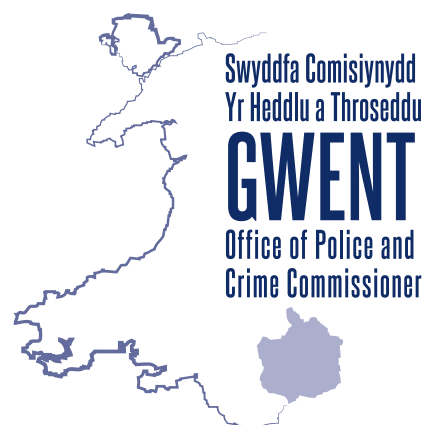


# GWENT POLICE & CRIME PLAN

UPDATED APRIL 2019

DELIVERING A SAFER GWENT

# 2017 2021



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# INTRODUCTION FROM THE POLICE AND CRIME COMMISSIONER



## I HAVE UPDATED THIS POLICE AND CRIME PLAN IN RESPONSE TO THE CHANGING NATURE OF CRIME AND HOW THIS IS IMPACTING ON LOCAL POLICING REQUIREMENTS IN GWENT.

The constant evolution of criminality poses significant challenges at a time when policing services are facing additional pressures through reduced government funding.

Some challenges are predictable – for example, the increase in cyber-enabled crime due to technological advancements – but others are less so, particularly when looking at serious and organised crime and the devastating impact this can have on communities.

As these issues have evolved, so must our responses to tackle them.

This can vary from how we identify and support victims of sexual exploitation, to modern day slavery and criminal exploitation, especially within our children and young people populations and minority groups.

We know that increasing evidence shows that adverse childhood

experiences have lifelong effects that increase the likelihood of both becoming victims and perpetrators of crime.

Together, we have a duty to tackle the substantial damage caused by abuse and exploitation.

All of these issues mean that I felt that it was time to update my Police and Crime Plan.

Like all Police and Crime Commissioners, I have a legal duty to publish a Police and Crime Plan that provides the strategic direction for policing and crime services.

This was first published in 2017 and was driven by a set of key values and principles. These were strengthened by a vision that the people of Gwent have confidence in the services we provide, which makes them feel safe in their communities.

I never considered my Police and Crime Plan to be a static



document and, because of this, I have now updated it.

This updated document makes it clearer for the public to understand and it evidences the good work that is carried out by Gwent Police in communities throughout the force area every day.

As part of this process, I have 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.





Although I have updated the measures by which I will monitor performance, I have decided to keep my policing priorities for Gwent as:

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

It is my duty to hold the Chief Constable to account for policing services in Gwent. Throughout this plan, I have weaved the narrative of serious and organised crime to emphasise its importance and ensure the protection of our most vulnerable residents remains a priority for Gwent Police.

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

My plan continues to 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.

I want us all to work together to ensure our communities are safe, vibrant places to live. I cannot emphasise enough the importance of partnership working in helping me, my office and Gwent Police to deliver for our communities. I believe that partnership working is crucial if we are going to make effective improvements in our communities. And its prominence has been raised

significantly since the introduction of the Well-being of Future Generations (Wales) Act 2015. This places collaboration between all devolved public services on a statutory basis through public service boards. By working with key partners and public services, we can provide the best possible quality of life for our citizens. In particular, this will help our most vulnerable and those experiencing abuse and exploitation, as this cannot be dealt with by criminal justice agencies alone.

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.

I am actively working 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.

Rest assured, 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 am determined to ensure that we are doing everything we can do to prevent and reduce crime that causes the most harm in our communities and affects the most vulnerable people in our society.

**Jeff Cuthbert**

Police and Crime Commissioner for Gwent

# INTRODUCTION FROM THE CHIEF CONSTABLE

**This updated Police and Crime Plan 2019 – 2021 builds on the great work that has been completed since the initial plan came into fruition in 2017.**

Gwent Police is committed to ensuring that vulnerable people and tackling serious organised crime is at the heart of what the force represents.

This pro-active approach which includes the continued growth in cyber crime, which is now included in the refresh of the plan, are areas that Gwent Police are rightly prioritising.

Neighbourhood policing is the cornerstone of what we do to tackle local problems. Our teams are pro-active in problem solving and in listening to our communities. The intelligence and robust approach provided by our local officers is also instrumental in feeding into our restless ambition to tackle more serious crimes that are mentioned in this plan.

Protecting and reassuring our public is important to Gwent Police and combined with dealing with emerging crimes such as modern day slavery and human trafficking we do everything that we can, through our work with partners and communities themselves to help keep Gwent safe.



**Pam Kelly  
Chief Constable**





# VISION, VALUES AND KEY PRINCIPLES



## **I have a legal duty to publish a plan that 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 make 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, sexual abuse, human trafficking and modern slavery;
- Building and maintaining communication and cohesion with all communities in Gwent so that people are confident that we and the Police understand their varied needs and ensure that respect for equality, diversity, and human rights underpins everything that we do;
- Ensuring Gwent Police have fit-for-purpose facilities for policing in a constantly changing landscape, utilising new technology and up-to-date working practices to safeguard and reassure the public;
- Committing to supporting the safeguarding and welfare needs of children and vulnerable adults, such as those experiencing crises, 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;
- Delivering on my priorities through robust service commissioning;
- 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 supporting policing in Gwent, such as the provision of Police Community Support Officers (PCSOs), 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 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 continue to work with the Chief Constable and other partners to deliver against these priorities recognising that often where there is vulnerability the issues cannot be resolved by policing alone.

I have developed a new Performance Framework to monitor and evaluate progress of Gwent Police, funded projects and my office performance against this plan.

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**.<sup>1</sup>

Following the enactment of the Well-being 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.





# 1 CRIME PREVENTION

PROMOTING  
AND REDUCING  
CRIME THAT  
CAUSES  
THE MOST  
HARM IN OUR  
COMMUNITIES  
AND AGAINST  
THE MOST  
VULNERABLE  
PEOPLE



Police, partners and my office will achieve this by:

- Proactive prevention and partnership working targeting and reducing crime causing the most harm in our communities. This includes cyber and cyber-enabled crime, serious and organised crime, serious violence, modern day slavery, domestic abuse, serious sexual offences and extremism.
- Tackling re-offending in Gwent through early intervention, diversion and offender management programmes addressing adverse childhood experiences, trauma and attitudes to crime, while promoting resilience and responsibility.
- Educating and raising awareness of the impacts of crime, including cyber-enabled crime, drug and alcohol misuse, violence and hate crime.

# 2 SUPPORTING VICTIMS

PROVIDING EXCELLENT SUPPORT FOR VICTIMS OF CRIME, PARTICULARLY FOCUSING ON THOSE WHO HAVE EXPERIENCED THE MOST SERIOUS HARM

Police, partners and my office will achieve this by:

- Ensuring victims of crime in Gwent receive a victim-centred service that provides timely, appropriate support for victims of crime, including cyber-enabled crime, domestic abuse, sexual offences, hate crime and modern day slavery.
- Working with police and partners in Gwent and nationally, to effectively identify, tackle and investigate all forms of exploitation and abuse including human trafficking and modern day slavery, sexual and criminal abuse and exploitation.
- Ensuring that the police service identifies vulnerable people and responds appropriately to reduce harm.
- Working with the criminal justice service and other partners to ensure a coherent and integrated focus providing services that meet the needs of victims and witnesses in the criminal justice system.





# 3 COMMUNITY COHESION

INCREASING UNDERSTANDING AND RESPECT AMONG COMMUNITIES TO IMPROVE EQUALITY, SAFETY AND WELL-BEING



Police, partners and my office will achieve this by:

- Obtaining the views of communities on policing and crime matters and ensuring the services provided meet the diverse needs of our communities.
- Providing opportunities for community involvement in policing that promotes respect, equality and diversity.
- Ensuring a commitment to equality and diversity including with regard to the Welsh language in the services provided by Gwent Police and OPCC.
- Ensuring Gwent Police and the OPCC have workforces that represent the communities they serve.
- Working with our communities to respond to and reduce intolerance and discrimination.





# 4 TACKLING ANTI-SOCIAL BEHAVIOUR

ENSURING GWENT POLICE WORK TO RESOLVE ANTI-SOCIAL BEHAVIOUR (ASB), WORKING CLOSELY WITH PARTNER ORGANISATIONS TO HELP ADDRESS THIS ISSUE EFFECTIVELY

Police, partners and my office will achieve this by:

- Working with the public to identify causes and solutions to community safety and ASB issues. Recognising that they may be a manifestation of abuse and exploitation.
- Focusing on early intervention and prevention and addressing ASB and offending behaviour through creative partnership working and restorative justice interventions.
- Working with partners to provide diversionary activity and increase awareness of the impact of ASB.





# 5 EFFICIENT AND EFFECTIVE SERVICE DELIVERY

ENSURING THAT GWENT POLICE DELIVER SERVICES THAT MEET THE PRIORITY NEEDS OF OUR COMMUNITIES

Police, partners and my office will achieve this by:

- Ensuring that the Office of the Police and Crime Commissioner for Gwent and Gwent Police are transparent, ethical and open to public scrutiny.
- Effectively communicating and engaging with the public and ensuring Gwent Police respond and give feedback.
- Having effective financial planning and monitoring arrangements in place to ensure value for money and meeting local needs.
- To provide appropriate arrangements to deliver an effective police force.



# PUBLIC ENGAGEMENT 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 that 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 that are convenient to the public over the next four years.

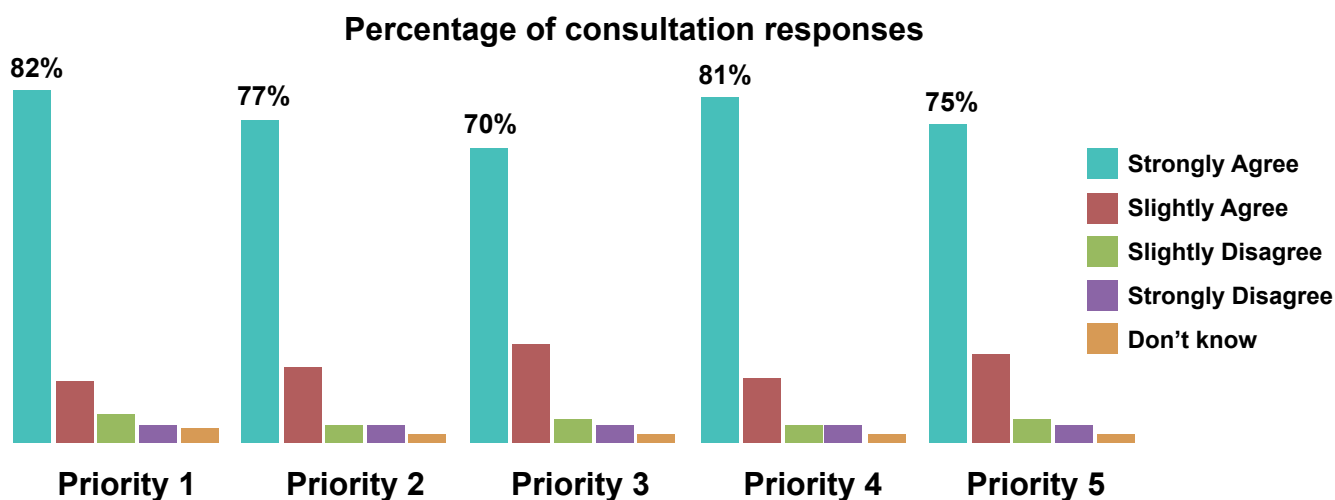
My officers and I also attend events, forums, meetings and discussion groups to engage actively with communities, partners and organisations across Gwent. This enables me to gather their views on local policing to inform the focus and priorities of this plan.

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 that 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 (1), providing support for victims of crime (2), community cohesion (3), dealing with ASB (4) and effective service delivery (5).

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 **OPCC'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:**

- The PCC Police Community Fund 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 Team 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 re-offending 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 re-offending 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 roll-out 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 more than 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 that 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.





# 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 have 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 are dedicated to meeting the needs of the public they serve and are 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 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 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 focused 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.





# A typical day in



## Incoming demand

Officers will make approximately

**27 ARRESTS,**

2 of which will identify as  
'Violence with injury'.



Approximately

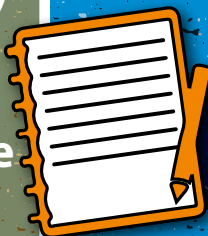
**220**

999 calls are  
received.

Approximately

**502**

incidents are  
recorded.



Approximately

**160**

crimes are  
reported.

Officers will issue

**2**

Cautions

**&**

**1**

Penalty  
Notice for  
Disorder



Officers will deal with  
(among other crimes)

**7**

dwelling  
burglaries,

**22**

thefts,

**6**

thefts from a  
motor vehicle,

**2**

thefts of a  
motor vehicle,

**31**

violent crimes,

**1**

robbery, and

**4**

sexual assaults



Deal with 30  
**Anti-Social  
Behaviour**  
incidents.

Respond to  
approximately  
12 **missing  
person**  
reports, each  
of which  
will take an  
average of 9.5  
hours of police  
time.

Gwent Police  
to protect a

As well as deal  
officer

Respond to  
43 **Domestic  
Abuse**  
incidents, of  
which 23 are  
recorded as a  
crime.

# GWENT POLICE



come to work  
and reassure

ing with crime,  
rs will:

Carry out 7 **stop and searches**, 5 of these are drugs related. Of the 7 stop and searches, less than 1 will result in an arrest.

Attend 4 injury **road traffic collisions** where breath tests are administered.

Respond to approximately 25 incidents flagged as being associated with people with **mental health issues**.

## Outgoing demand

In addition to reacting to calls for service from the public, Gwent Police will also be undertaking proactive work to safeguard the public including:

Taking part in approximately 170 **Child Protection strategy** discussions per month.



Taking part in approximately 48 **Vulnerable Adult** strategy discussions per month.



Supporting approximately 3 **victims of domestic abuse** per day through the Domestic Abuse Conference Calls and Multi-Agency Risk Assessment Conferences.



There are currently 528 Police Staff supporting the front line operational delivery.



**13400**

miles are driven each day by Gwent Police vehicles.

We will be  
✓ **caring**  
✓ **trusted**  
✓ **fair**  
✓ **professional**  
✓ **responsive**

In March 2019 the estimated population of Gwent was 587,743.

There are currently 1,324 Gwent Police Officers, meaning there is 1 Police Officer for every 444 members of the public.

There are approximately 120 Community Support Officers covering the Gwent area.



# STRATEGIC POLICING REQUIREMENT (SPR)



**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 addition to local demand, Gwent Police must also play their part and be in a state of readiness to tackle national and regional criminal activity and threats. These include national threats that 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;
- Fraud; and
- People trafficking and slavery.

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 welcomed was the move to stop children and young people being detained in police custody under the Mental Health Act as a 'place of safety'. I have welcomed the opportunity to work with Health during the last two years to prevent this from happening for adults also.

I have worked closely with Aneurin Bevan University Health Board (ABUHB) to avoid the use of custody and, if necessary, ensure that more appropriate places can be provided. I have also ensured that there is investment in the introduction of mental health practitioners in the force control room. This means that people seeking assistance for themselves or on behalf of someone with a mental health issue can be supported in the right way at the time of need and by the right service which is often not the police.



# A COMMITMENT TO EQUALITY AND WELL-BEING



**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 Well-being of Future Generations Act 2015 follows the seven key well-being 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 well-being 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 Well-being 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 well-being plans to ensure a coordinated response to service planning and delivery.

**Further information can be found on the Welsh Government website<sup>3</sup>.**



# 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 through ongoing engagement 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 well-being 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

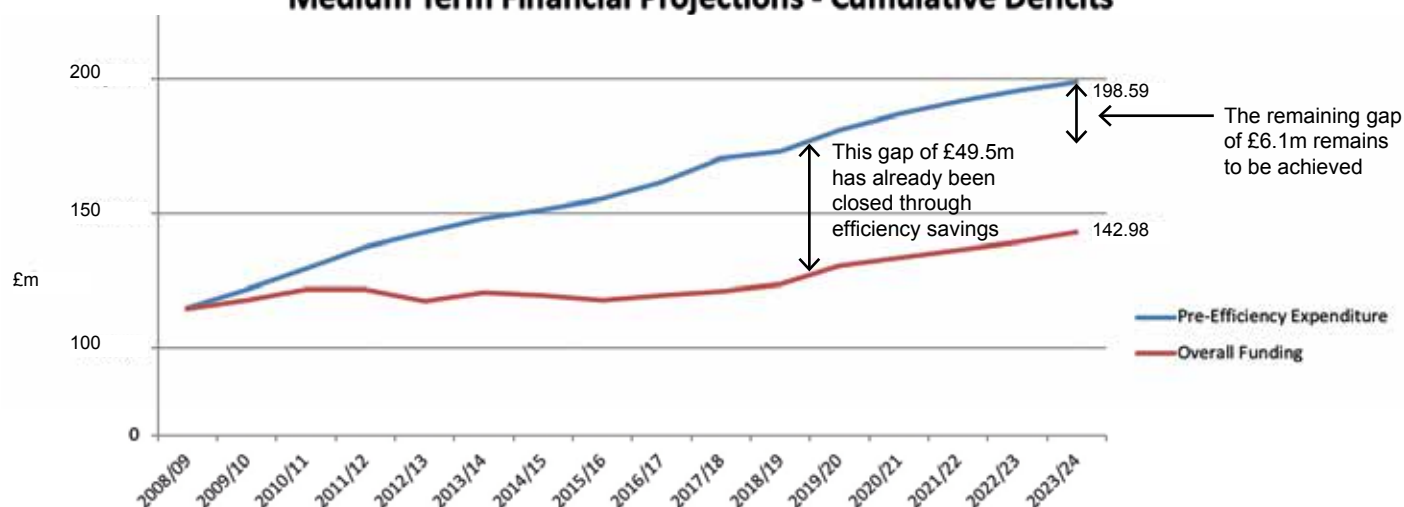
jointly developed a strategy that sets out our commitment to the **Welsh language**<sup>5</sup> and to ensure we drive the implementation of this activity, we will provide an annual report to the Welsh Language Commissioner to show how we have worked to deliver the standards.

## 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 £49.5m of cashable efficiency savings to March 2019. 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.

**Medium Term Financial Projections - Cumulative Deficits**



The future financial challenge to 2023/24 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 Comprehensive Spending Review), then the amount of funding provided to respective Police and Crime Commissioners will be determined by the Police Funding Formula. It has been well publicised that the current

formula is out-dated, overly complex, and in need of review. Following a 'false start' to the review process during 2015, the review is now expected to restart in the Autumn of 2019, as part of Comprehensive Spending Review 2019.

Following full consultation throughout 2020/21, it is assumed that any impact will not occur until the 2021/22 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 policing service in Gwent could be faced with a £6m cash cut in addition to the underlying cuts forecast from the effect of the UK Government's austerity programme. It is also likely that transitional arrangements will be applied to the cut over a number of financial years.

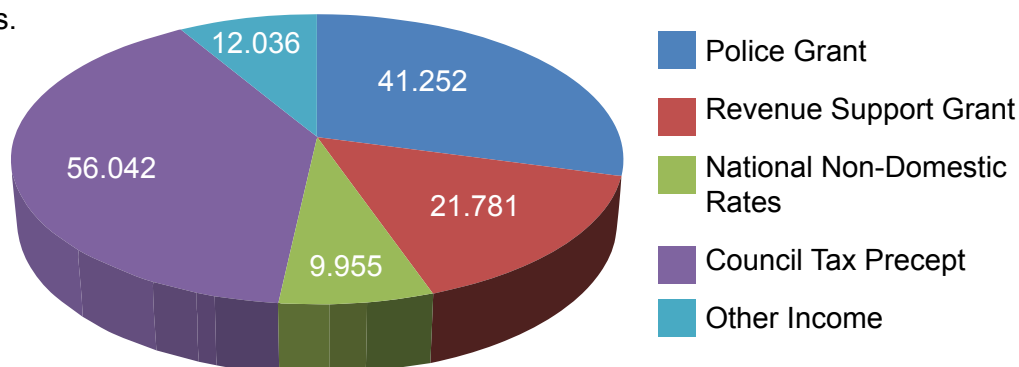
# POLICE AND CRIME BUDGET

I HAVE NOW SET A BUDGET OF £141m TO DELIVER THIS PLAN IN 2019/20:

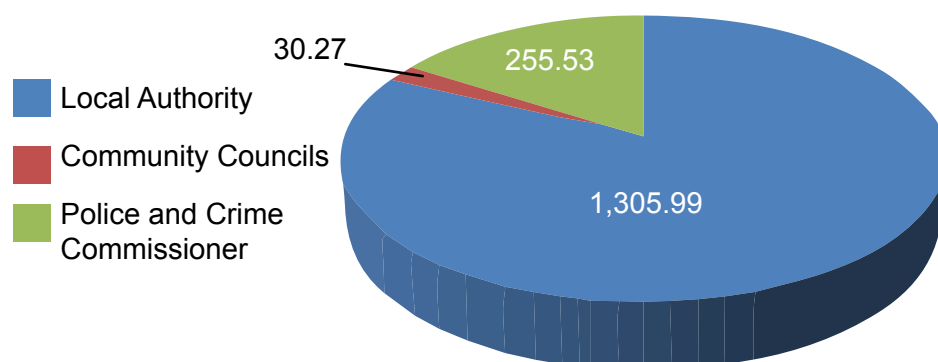
A key source of my budget is the policing part (known as the precept) of local council tax bills. I took the decision to raise the precept by 6.99% for 2019/20 in light of the ongoing financial challenges that lay ahead.

This is equal to an additional £1.38 a month for the average household, taking the amount payable per annum for policing and crime services to £255.53.

## Revenue funding 2019/20 (£m)



## Council Tax Bill 2019/20 (£)



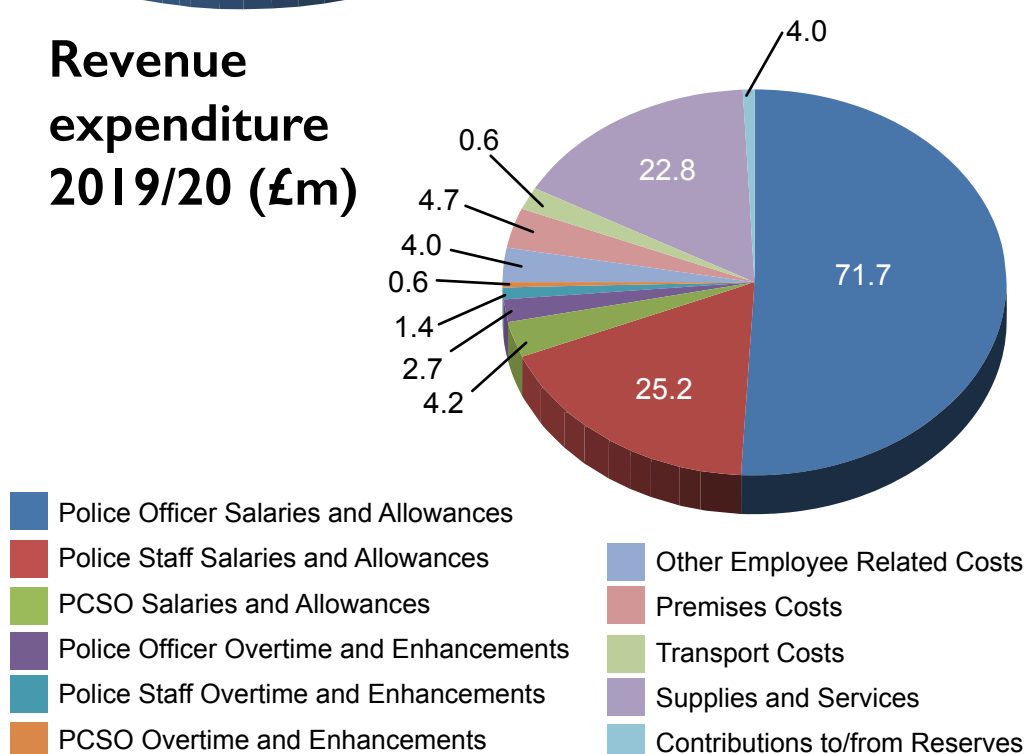
Having engaged with people extensively over the last year, I am confident that the majority of Gwent residents have accepted the need for an increase in precept.

I have based my MTFP planning assumptions on a 6.99% increase in the precept year on year from 2019/20 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 £3.04m, of which £1.204m is to run the OPCC and £1.836m 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 £138m is provided to the Chief Constable to deliver operational policing to meet the requirements of this plan.

## Revenue expenditure 2019/20 (£m)





# 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**<sup>7</sup> 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**<sup>8</sup> 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 and Fire & Rescue Services (HMICFRS) which independently assesses policing across a variety of activity from neighbourhood policing to serious crime including terrorism.

In preparing its reports, HMICFRS

asks the questions that citizens would ask, and publishes the answers in an accessible form.

It provides 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 Office for Police Conduct (IOPC) to improve service delivery.

The IOPC oversees the police complaints system in England and Wales and sets the standards by which the police should handle complaints.

The IOPC 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**<sup>9</sup> are available on my website.



## OPCC MANAGEMENT BOARD

The OPCC Executive 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 the Chartered Institute of Public Finance and Accountancy (CIPFA) Audit Committee's 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 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 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**.<sup>10</sup>



# WORKING TOGETHER TO MAKE GWENT SAFER

## PARTNERSHIP WORKING



**I have stated my support for partnership working.**

I therefore welcome the approach of the Well-being 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 public service boards (PSBs), which manage this partnership arrangement 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 that 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 and ASB, preventing re-offending 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 about 10% of all violent crime within Gwent. This translates to more than 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 that brings together the core criminal justice agencies 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 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.

## 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.

## WELSH GOVERNMENT



Llywodraeth Cymru  
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

## THROUGHOUT MY TIME AS POLICE AND CRIME COMMISSIONER FOR GWENT, THE ONE ISSUE THAT IS CONSISTENTLY RAISED WITH ME IS POLICE VISIBILITY.

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.



People consistently tell me that they want to see a uniformed presence in their communities. However, we have a duty to deliver value for money for the people of Gwent. 'Bobbies on the beat', however much they may be desired, are not an efficient way to tackle crime, particularly crime that is mostly hidden from the public eye including domestic abuse and exploitation.

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 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 day slavery.

I represent all four Police and Crime Commissioners in Wales on the Welsh Government Leadership Group that strives to tackle modern day slavery.

I have seen first-hand the devastating effect it can have on people. Because of this, tackling modern day slavery is an area that my office and Gwent Police are determined to drive forward with our partners locally and nationally.

We are working closely with our partners to raise awareness about this heinous crime and to formulate strategies for tackling it in the future.

Forced labour is the most common purpose of trafficking in industries such as agriculture, construction and hospitality. As well as forced/ domestic labour, men, women and children may be forced into various types of slavery including prostitution/sexual exploitation, criminal exploitation and child trafficking. This includes involvement in serious organised crime.

The increasing magnitude of cyber-enabled and serious and organised crime requires a co-ordinated effort between the police, communities, businesses, partners and governments.

No single organisation can afford to deal with these growing threats alone; however, through efficient joined-up working, we can prevent and reduce levels of crime, resulting in fewer victims.

Policing is not a devolved service yet. Nevertheless, the four Welsh Police Forces and the Police and Crime Commissioners are full partners within the relevant public service boards. 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. Nothing will happen, of course, to an acceptable standard, if finance is not adequate.

Central funding from the UK Government continues to fall and this is putting a greater reliance on local council taxpayers to make sure that Gwent Police has adequate funding levels.

Since 2011, we have seen 40% real term cuts in UK Government funding to Gwent Police. Because of this, we have had to re-think the way we work and have had to make a number of cuts.

However, we have been one of the few forces who have decided to continue to invest in our front-line staff - recruiting 385 officers since 2016. All of these are dedicated to Gwent Police's core purpose to 'protect and reassure'. By putting the needs of people at the heart of everything we do, we can seek to provide the best possible quality of life for our residents.

I hope that this updated plan makes it clearer for you to understand and evidences the good work that is carried out by Gwent Police in communities throughout the force area every day. I want to reassure you that the safety and well-being of communities and citizens of Gwent is paramount and, rest assured, Gwent remains a very safe place to live.

A handwritten signature in black ink, appearing to read 'Jeff Cuthbert'.

**Jeff Cuthbert**

Police and Crime Commissioner for Gwent



# WEB LINKS INDEX

**1. Annual Report section on the Gwent PCC website (Page 5)**

[www.gwent.pcc.police.uk/transparency/publications/annual-report/](http://www.gwent.pcc.police.uk/transparency/publications/annual-report/)

**2. Gwent PCC Police and Crime Priorities Consultation Findings (Page 11)**

[www.gwent.pcc.police.uk/engagement/current-consultations/](http://www.gwent.pcc.police.uk/engagement/current-consultations/)

**3. Well-being of Future Generations (Wales) Act 2015 (Page 19)**

[gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en](http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en)

**4. Gwent PCC and Joint Strategic Equality Plan 2016 – 2020 (Page 20)**

[https://www.gwent.pcc.police.uk/fileadmin/Documents/Transparency/Publications/ENGLISH\\_Joint\\_Strategic\\_Equality\\_Plan\\_2016\\_-2020\\_FINAL.pdf](https://www.gwent.pcc.police.uk/fileadmin/Documents/Transparency/Publications/ENGLISH_Joint_Strategic_Equality_Plan_2016_-2020_FINAL.pdf)

**5. Gwent PCC Welsh Language Information (Page 21)**

<http://www.gwent.pcc.police.uk/en/transparency/know-your-rights/welsh-language/>

**6. Link to Safer Gwent information on the OPCC website (Page 22)**

<http://www.gwent.pcc.police.uk/en/transparency/working-together/safer-gwent/>

**7. Gwent Police and Crime Panel (Page 23)**

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

**8. Gwent PCC's Manual of Corporate Governance (Page 23)**

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

**9. Gwent PCC Strategy and Performance Board (Page 24)**

<http://www.gwent.pcc.police.uk/en/transparency/public-meetings/>

**10. Gwent PCC Engagement and Events Programme (Page 25)**

<http://www.gwent.pcc.police.uk/en/events/>