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**Gwent Police  
and Crime Panel**

**Panel Heddlu  
α Throseddu Gwent**

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**Date: 4th September 2015**

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **Committee Room 1, Civic Centre, Newport** on **Friday, 11th September, 2015** at **10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

## A G E N D A

	Pages	
1	Declarations of Interest.	
2	Apologies for Absence.	
To approve and sign the following minutes: -		
3	Gwent Police and Crime Panel Meeting held on 19th June 2015 (Minute no. 1 - 9).	1 - 6
4	'Are Victims' Services Making a Difference?' - Police and Crime Panel Thematic Review of Victims' Services and Support.	7 - 18
5	Verbal update by the Police and Crime Commissioner for Gwent.	19 - 20
6	Verbal Update by the Chief Finance Officer.	21 - 22
7	Police and Crime Commissioner for Gwent 2016/17 Budget Setting Timetable.	23 - 26
8	Forward Work Programme.	27 - 28

### MEMBERSHIP:

Councillor Mostyn Lewis, Blaenau Gwent  
Councillor Mrs Christine Forehead, Caerphilly County Borough Council  
Councillor Colin Peter Mann, Caerphilly County Borough Council  
Councillor Mrs Gaynor Denise Oliver, Caerphilly County Borough Council  
Councillor Phil Seabourne, Torfaen County Borough Council  
Councillor Peter Clarke, Monmouthshire County Borough Council  
Councillor Mrs Frances Taylor, Monmouthshire County Borough Council

Councillor Omar Ali, Newport City Council  
Councillor John Guy, Newport City Council  
Councillor David Williams, Newport City Council

Co-opted Members- Mr P. Nuttall and Ms J. Smith

**By Invitation**

Mr D. Garwood-Pask, Office of the Gwent Police and Crime Commissioner  
Mr I. Johnston, Gwent Police and Crime Commissioner  
Mr P. Harris, Deputy Gwent Police and Crime Commissioner  
Mr J. Farrar, Chief Constable  
Mrs S. Bosson, Office of the Police and Crime Commissioner for Gwent

And Appropriate Officers.

Gwent Police  
and Crime Panel

Panel Heddlu  
Gwent a Throseddu

## **GWENT POLICE AND CRIME PANEL**

### **MINUTES OF THE MEETING HELD AT CIVIC CENTRE, NEWPORT ON FRIDAY 19TH JUNE 2015 AT 10AM**

Present:

Councillor J. Guy - Newport City Council - Chair  
Councillor F. Taylor - Monmouthshire County Council - Vice Chair

Councillors Mrs C. Forehead, C Mann and G.D. Oliver - Caerphilly County Borough Council  
Councillor D. Williams - Newport City Council  
Councillors M. Lewis - Blaenau Gwent County Borough Council  
Mr P Nuttall and Ms J. Smith - Co-opted Members

By invitation:

Mr I. Johnston - Police and Crime Commissioner for Gwent  
Mr J. Farrar – Chief Constable of Gwent Police  
Mrs S. Bosson - Chief Executive, Office of the Police and Crime Commissioner for Gwent  
Mr D. Garwood-Pask - Chief Finance Officer/Deputy Chief Executive, Office of the Police and Crime Commissioner for Gwent

Together with:

Mrs A. Price (Interim Deputy Monitoring Officer and Head of Democratic Services), Ms C. Evans (Committee Services Officer).

#### **1. ELECTION OF CHAIR AND VICE CHAIR**

It was moved and seconded that Councillor J. Guy be appointed as Chair of the Gwent Police and Crime Panel for the ensuing year and by a show of hands this was unanimously agreed.

RESOLVED that Councillor J. Guy be appointed Chair of the Gwent Police and Crime Panel for the ensuing year.

It was moved and seconded that Councillor F. Taylor be appointed as Vice Chair of the Gwent Police and Crime Panel for the ensuing year and by a show of hands this was unanimously agreed.

RESOLVED that Councillor F. Taylor be appointed as Vice Chair of the Gwent Police and Crime Panel for the ensuing year.

#### **2. DECLARATIONS OF INTEREST**

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

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

Ms J. Smith wished it be noted that she is an Independent Member of the Aneurin Bevan University Health Board and a Trustee of the South East Wales Regional Equality Council.

### **3. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor O. Ali (Newport City Council).

### **4. MINUTES – 12TH DECEMBER 2014**

Resolved that the minutes of the Gwent Police and Crime Panel meeting held on 23rd January 2015 (minute no. 1 – 7) were approved as a correct record.

### **5. VERBAL UPDATE- GWENT POLICE AND CRIME COMMISSIONER**

The Police and Crime Commissioner for Gwent, I. Johnston provided the Panel with an update the activities undertaken since the last meeting.

There are substantial changes anticipated within the Probation Service and, as a result the Commissioning Board, through a Task and Finish Group, are considering the way in which rehabilitation services are delivered and the introduction of a Rehabilitation Hub. Further updates would be provided to the Panel in due course.

The Panel noted that the National Audit Office Report - 'Financial Sustainability of Police Forces in England and Wales' was published on 4th June 2015 and, whilst it recognised the successful reduction in costs, it highlighted forces lack of understanding for demand and the factors that bear on costs. The report also identified a need for the Home Office to be better informed in order to discharge its responsibilities, further suggestions included links with the HMIC, the College of Policing and forces to gain a clearer understanding of the health of the service, particularly around demand and risk of failing to meet the needs of local communities. The Panel discussed the update and noted that the implementation of the new policing model is providing the force with a number of improvements and a better understanding of the requirements of the people of Gwent.

The Panel discussed the funding formula and concerns were raised around the levels of reserves, which could be taken into consideration for future funding. Officers explained that, having careful consideration for the budget and potential impacts, reserves are in place to cover a number of future expenditures, provide stability during a period of austerity, and financial security in the event of a high profile case, however, the Panel were assured that regular financial updates would be provided on the budget and further developments.

The Chief Constable was invited to update the Panel on employment and reorganisation. Despite the continued cuts to frontline policing, Gwent Police plan to train and deploy 60 new police officers into the community over the next three years. As a result of the comprehensive restructure of the Force operating model and the streamlining of supervisory and management roles, recruitment of additional officers out in the community has been made possible.

The Panel thanked the Chief Constable for the update and highlighted an increase in Police presence within some of the wards in Gwent.

Discussions ensued and concerns were raised around the morale of officers in light of the reduction in career progression and promotion opportunities as a result of the restructure. The Chief Constable highlighted that, whilst he shares similar concerns, there was a requirement

to make structural changes to the force in order to better serve the people of Gwent. However, although there has been a reduction in the number of supervisory roles within the force, promotion opportunities would still be possible for Officers.

Further information was sought on the recruitment of Police Cadets. The Chief Constable highlighted that the current programme has been recognised as one of the best in the UK, and the cadets a great assets to the force.

The Commissioner provided the Panel with an update on the 'Connect Gwent' Hub, which was officially launched on 28th May 2015. The new victims care hub, which is funded from money provided by the Ministry of Justice, brings a number of agencies and organisations together in order to provide enhanced support, enabling partners to work more effectively and efficiently with victims of crime. The Commissioner extended an invitation to the Panel to visit the hub and Officers agreed to make relevant arrangements.

A Member sought further information on the referral process to the Victims Hub. Officers explained that there are a number of paths in order to make a referral, a direct referral can be made; there is no requirement for a police referral and a victim of a crime that has not been reported, can also access the support services available.

Finally, the Commissioner highlighted that of projects had been conducted for the Partnership Fund, in which Councillor Gaynor Oliver – Caerphilly County Borough Council was invited to observe the process. The Fund received a total of 209 applications, equalling a total of £1.1 million. Following a considerable shortlisting exercise, 51 projects had been awarded a slice of the £153,085 Partnership Funding, which has been made available through cash seized from criminals to make a positive difference in their communities and contribute to delivering the Commissioner's priorities. The Commissioner invited the Panel to continue to observe the process, along with any other processes, where possible, in the interest of openness and transparency.

The Panel thanked the Commissioner for the update and noted the progress made and; in addition, extended their thanks to Councillors Phillip Seabourne, Lewis Jones and John Morgan for the work and contributions to the Panel over the previous years and look forward to welcoming the new Members.

## **6. GWENT POLICE AND CRIME PANEL IMPROVEMENT PLAN AND DRAFT FORWARD WORK PROGRAMME 2015/16**

The report sought the approval of the Gwent Police and Crime Panel Forward Work Programme 2015/16 and outlined the outcomes of the Gwent Police and Crime Panel Development Day held in January 2015.

The Panel has successfully balanced the competing 'challenge' and 'support' roles in its overview of the Gwent Police and Crime Commissioner's activity. As the Panel approached the halfway point of the Commissioner's term of office, the Members agreed it would be prudent to undertake a self assessment of their activities to ensure the Panel maximises its contribution to the Commissioner's statutory governance arrangements. To ensure key stakeholders were able to contribute to discussions the Gwent Police and Crime Commissioner, the Commissioner's Chief Executive and David Livesey, a Senior Home Office official were invited to attend the development session earlier in the year.

David McGrath, an experienced trainer, was commissioned to develop a workshop programme to measure the effectiveness of the Panel. The self assessment discussions were themed around the 'PREPARE' criteria (PCP effectiveness, Relationships, Engagement, PCP Efficiency, Ambition, Resources, and Entrepreneurial) as well as considering the actions taken by the Panel in exercising their statutory responsibilities. A number of improvement actions were identified as part of the self assessment process and the Panel discussed the

report.

The report proposed the introduction of an Induction Process and the improvement of the Panel's engagement with the public. The Panel agreed that an induction process, in particular with reference to the financial information, would be beneficial for new members. In addition, it was suggested that the Panel consider the use of Social Media, such as Twitter and Facebook, to aid engagement. Panel Officers agreed to consider the proposals inline with individual policies.

The Panel, in considering improvements to further expand their challenging role, proposed to conduct comprehensive reviews into specific areas, introducing a Task and Finish Group made up of a selection of Panel members and report findings to Panel meetings, along with any recommendations. It was agreed that the Panel would consider 'Victims' to include both direct and support service provision to assess progress against the police and crime priorities and if necessary identify areas for improvements at the September meeting. The Police and Crime Commissioner for Gwent added that there is an excellent working relationship with the Panel and welcomed any additional scrutiny.

A Member highlighted that there is a large amount of correspondence from the Office of the Gwent Police and Crime Commissioner and requested that this be limited, due to time pressures to exceptional or contentious information. Panel Officers agreed to look into this and provide an update to the Panel at the next meeting.

Following consideration and discussion, it was moved and seconded that the recommendations contained in the officer's report be approved. By a show of hands, this was unanimously approved.

RESOLVED that for the reasons contained in the officer's report: -

- i. The panel considered the issues and possible improvement actions outlined in the report and agreed the improvements they wished to implement.
- ii. The panel approved the forward work programme and future meeting dates.

## **7. STRATEGIC EQUALITY PLAN AND OBJECTIVES – ANNUAL PROGRESS UPDATE – 2014-15.**

The Panel were presented with the third Annual Progress Update against the Office of The Police and Crime Commissioners Strategic Equality Plan (SEP) and objectives, 2012-16. The SEP supports the equality objectives and outlines key information about equality, diversity and human rights activity. As well as fulfilling their duty under the Equality Act 2010, it considered a wide range of other legislation associated with equality and diversity.

The Panel noted that, although the Police and Crime Commissioner is not subject to the specific duties of the Equality Act, the Commissioner voluntarily publishes equality objectives within the SEP and is required to hold the Chief Constable to account on equality and diversity issues.

The Chief Executive extended special thanks to Caroline Hawkins, from the Office of the Gwent Police and Crime Commissioner, for the work conducted on the Plan.

The Panel thanked the Officer for the update and noted the extensive links with various organisations. Consideration was given to the various activities undertaken and a Member sought further information on Newport Community Representatives and the engagement from the various religious groups across Newport. The Officer assured the Panel that communications have been sent to all groups where possible but there has been little engagement from many other groups, except the Muslim community. Additional work is

underway to consider alternative approaches and widen engagement across the groups and communities within Gwent.

The Panel thanked the Officer for the report and highlighted the excellent work conducted to promote standards of fairness and equalities and the challenges still to face.

## **8. GWENT POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2014/15**

Mr I. Johnston, Police and Crime Commissioner for Gwent (Commissioner) introduced the report, which sought the views of the Panel on the Annual Report 2014/15 and the provision of a report to the Commissioner on any recommendations the Panel would wish the Commissioner to consider in future reviews of the Police and Crime Plan.

The Commissioner is required by law to publish an Annual Report which outlines the key achievements of his office; the challenges and how the Commissioners Office have delivered against the priorities outlined in the Police and Crime Plan for Gwent 2013-17.

The Commissioner's priorities for Gwent include delivering the best quality of service available, preventing and reducing crime, taking more effective action to tackle anti-social behaviour, protecting people from serious harm and making the best use of resources whilst providing value for money. The key achievements over the last year were highlighted within the report, and included decisions such as; opening front counter services at several police stations which have been closed or had limited opening hours, the development and launch of Connect Gwent – the new multi-agency hub for victims of anti-social behaviour and crime, continued work into restorative justice and the move to the new Gwent Police operating model.

The Panel noted that there has been a noticeable increase in public confidence in Gwent and highlighted that work is to continue in this area.

Members discussed the Annual Report and sought further information around Cyber Crime and plans for prevention and safeguarding. The Commissioner highlighted that Cybercrime is a growing threat and challenge across Gwent and the rest of the UK and there is a need to conduct more collaborative and innovative approaches to tackle the issue and ensure officers have access to the latest technology in support of their demanding roles. The Chief Constable added that the Single Safeguarding Board has been established and developments are underway to extend the work of the missing person's hub to expand the concept across other areas such as child sexual exploitation with statutory agencies across the force area. The Missing Persons Hub has been recognised for its positive works and best practice and the model is being used as an example to other forces across Britain.

A Member, recognising the increase in public confidence, sought further information around complaints and trends. Officers highlighted that there are further developments underway in order to deal with complaints more effectively; the majority of complaints received are often low level service concerns, which are easily resolved. The Commissioner added that the Home Secretary has proposed to take the dealing of complaints from the Chief Constable to the Office of the Police and Crime Commissioner. The Panel would be updated on developments in due course.

The Panel thanked the Officer and the Commissioner for the Annual report and having considered the report, were happy to note the progress and developments therein.

**9. MEDIUM TERM FINANCIAL PROJECTIONS 2016/17 TO 2020/21, REVENUE OUTTURN 2014/15 AND CAPITAL PROGRAMME OUTTURN 2014/15.**

The Gwent Police and Crime Panel invited D. Garwood- Pask, Chief Finance Officer/ Deputy Chief Executive to discuss the item, and it was agreed that the Medium Term Financial Projections 2016/17 to 2020/21, Revenue Outturn 2014/15 and Capital Programme 2014/15 were to be considered together.

D. Garwood-Pask introduced the reports, which demonstrated the progress within the first quarter of 2015/16, along with updated financial forecasts. The Panel noted that a balanced budget it anticipated for 2016/17, however further projections anticipate future cuts.

The Commissioner highlighted that, whilst the cuts are brutal, considerable work is being conducted, both within the force and the Office of the Gwent Police and Crime Commissioner to look at further efficiencies and collaborations in order to make the necessary savings required.

The Panel thanked the Officer and Commissioner for the detailed reports and clear insight into the projections and forecasts.

The Panel considered the report and discussed in detail. A member queried the budgetary allowances for fuel, in that they had not changed from previous years. The Officer explained that, although work has been done to reduce the number of patrol cars in use, through the implementation of the new operating m, fuel costs often fluctuate and predictions dictate that fuel costs could increase.

A Member queried the level of funds in reserve, raising concerns that these could be taken into account within the financial formula for future grant award. Officers highlighted that, whilst a concern, the reserve has been kept aside in anticipation of a serious incident, in which a large investment would be required to manage the investigation.

Discussions ensued around budget allocation for IT packages and services. The Panel noted that there are a number of IT updates anticipated, including system updates following the implementation of the new Policing Model. There have been a number of delays in some of the systems and their invoicing, however IT updates will always be an ongoing cost.

The Gwent Police and Crime Panel thanked the Officers and Commissioner for the report and anticipated further financial and budgetary information later in the year.

Mr J. Farrer, Chief Constable for Gwent Police provided the Panel with an update on the Queens Birthday Honours List, where Officers from Gwent Police were awarded with prestigious awards; Detective Constable Hywel Griffiths was awarded the Queens Police Medal, Mrs Cilla Davies, Deputy Lord Lieutenant of Gwent (already an OBE) was awarded the CBE for voluntary services to the Community in South Wales and Lord Lieutenant of Gwent, Mr Simon Boyle was awarded Knight Commander.

In addition, the Chief Constable highlighted that on 18th June 2015, 4 people were being held in custody following conspiracy to supply a significant quantity of drugs. The panel noted that, approximately £3-5million of amphetamine were seized by officers in a cross - force raid. Officers were applauded on the excellent work and the suspects are expected to appear in court in the near future.

The Panel thanked the Officers for the reports and the meeting closed at 12.40 pm.

## OFFICE OF POLICE AND CRIME COMMISSIONER

**LEAD OFFICER:** Chief Executive

**TITLE:** 'Are Victims' Services Making a Difference?' – Police and Crime Panel Thematic Review of Victims' Services and Support

**DATE:** 11<sup>th</sup> September 2015

**TIMING:** Routine

**PURPOSE:** Submission for Police and Crime Panel

1.	<p><b><u>RECOMMENDATION</u></b></p> <p>That members of the Police and Crime Panel consider the information provided within the report in response to the requirements of the thematic review of the Police and Crime Plan Priority 1: To deliver the best quality of service available. The report should be considered in conjunction with the outcomes of the interviews with service users and any other supporting materials provided.</p>
2.	<p><b><u>INTRODUCTION &amp; BACKGROUND</u></b></p> <p><u>Introduction:</u></p> <p>'At the heart of everything we do'. The report will outline the journey taken by the Office of the Police Crime Commissioner in meeting the priorities set out within the Police and Crime Plan, with regards to Victims between June 2012 and June 2015. The report will utilise the evidence, provided by Gwent Police from User Satisfaction 'Victim Surveys', to illustrate the impact of initiatives and interventions undertaken which have assisted, improved and/or maintained satisfaction levels for victims of Crime and Victims of Anti- Social Behaviour (ASB).</p> <p><u>2012-2015 : The OPCC journey in a 'Snap Shot'</u></p> <p>In June 2012, 'overall satisfaction' for victims of crime was 81.8% and for victims of ASB at 78%.</p> <p>Significantly, during this period, these figures decreased to lows of 'overall satisfaction' for victims of crime at 78.1% and for victims of anti-social behaviour (ASB) at 75.1%.</p> <p>In June 2015 'overall satisfaction' for victims of crime had risen to 81.0% and 77% for victims of ASB</p> <p>The introduction of Police and Crime Commissioners (PCC's) in November 2012, brought new opportunities to improve the provision and delivery of services to victims, particularly through the commissioning element of the role. Between the end of 2012 and the summer of 2014, the Office of the Police and</p>

Crime Commissioner (OPCC) supported the PCC in establishing a range of victim - focused interventions which included :

Partner and community engagement: to establish the victim's journey through the criminal justice process.

Production and launch of a Victims' Charter for Gwent: to identify the minimum standard of service victims should receive.

Inception of a Gwent-wide multi-agency 'hub' for victims 'Connect Gwent: to ensure victims are supported inside and outside the criminal justice process and receive the information and guidance they need to cope with their victimisation.

The commissioning element was further supported in October 2014 by the direct distribution of Ministry of Justice victim services funding to PCCs, in order to increase the effectiveness of local victims' services and support.

In addition to the above the PCC monitors Gwent Police performance in relation to the service provided to victims of crime and anti-social behaviour (ASB) and works in partnership with other agencies in the interests of improving people's experiences should they become a victim. This commitment to victims is embedded throughout the Police and Crime Plan and within the associated priorities and overall progress is captured in the PCC's Annual Report and the Force's Outturn Report against their Delivery Plan.

### 3. **ISSUES FOR CONSIDERATION**

#### June 2012 : Overview of local/national position regarding victims satisfaction

In June 2012, 'overall satisfaction' for victims of crime was 81.8% which attributed to bottom in our Most Similar Force (MSF), and Nationally 36<sup>th</sup> from 43. For victims of ASB overall satisfaction was 78.0% (ASB is not benchmarked Nationally or against M.S.F) In June 2012 'Being Kept informed' for 'all victim of crime', was 66.1% which ranked the force bottom within their MSF (8<sup>th</sup> from 8) and Nationally 41<sup>st</sup> from 43. 'Being Kept informed' for victims of ASB was 54.3%. (ASB is not benchmarked Nationally or against M.S.F).

By March 2013, as illustrated below, improvements over the previous 12 months had been made, however, Gwent Police were nationally in the bottom three forces for all aspects of service<sup>1</sup>. Satisfaction within 'Being Kept Informed' was the main area where improvement was required.

<b>'Being Kept Informed'</b>	<b>June 2012</b>	<b>March 2013</b>
All Crime : '	61.1%	67.7%
ASB	54.3%	59.5%

<sup>1</sup> The five aspects of service are Satisfaction with: Ease of Contact; Actions Taken by the Police; Follow Up; Treatment; and Whole Experience

It was recognised that an improvement in this area would correlate with an improvement in victims satisfaction with the remaining aspects of service, as it was acknowledged that failure to keep someone informed can impact significantly on the whole experience of the victim.

#### November 2012 : PCC activities Undertaken

On commencing his role, the PCC was immediately informed of the current position relating to victims satisfaction and of the work undertaken by his staff to inform the priority. As a result of which, the PCC initiated a number of programmes.

Prior to his election in November 2012, the PCC signed up to 'Victim Support's Five Promises to Victims and Witnesses'. The campaign encouraged successful PCC candidates to:

- Be open and accountable to victims and witnesses, seeking out and acting on their views.
- Ensure that victims and witnesses get the high quality help and support they need, when they need it.
- Make the police more victim-focused and more effective at meeting their needs.
- Give victims and witnesses an effective voice in the wider criminal justice system.
- Constantly work to develop new ways of delivering justice for victims.

#### November 2012: PCC engagement with Public:

On taking office, the PCC confirmed his commitment to place victims '*At the heart of everything we do*' and during February and March 2013, victims of crime were invited to speak to him about their experiences in a series of 'Victim's Voice' workshops held across Gwent. The findings from this event were used comprehensively within the OPCC, to assist the PCC's direction of travel for victims, inform the commissioning framework and the provision of services which also feed into operational policing for service recovery issues.

At the same time, a Victim Services Project team, led by the Assistant Chief Constable (ACC), analysed the results of Victim Satisfaction Surveys to identify areas for improvement. The Project identified specific activities to improve victim service delivery and satisfaction.

The feedback from these events were shared with participants in a document that included the Force's commitments to improving the issues reported from both exercises.

In-addition during this period the Force launched a new risk assessment process for victims (the Victim's Risk Assessment (VRA)). This toolkit aimed to ensure the Force would provide a victim focused service to the most vulnerable within our communities, focusing on the needs of the victim to reduce the risk of further offences being committed, or by effectively working in partnership to reduce the level of vulnerability.

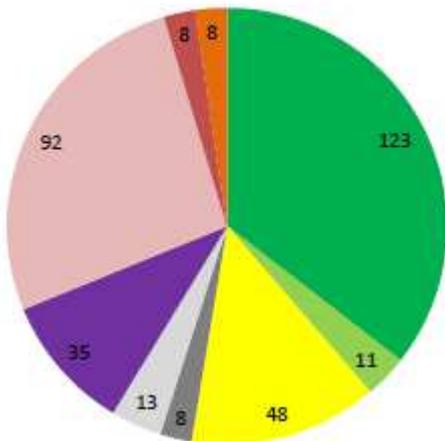
April 2013: Restorative Justice:

Working with the OPCC, Gwent Police was the first Force in Wales to implement a Restorative Justice programme across its policing area. Restorative justice enables victims to meet or communicate with their offender to explain the real impact of the crime. Between 2013-14; 278 restorative justice disposals were made, with only 14% of offenders reoffending after this intervention.

July 2013 : Local Police Unit response 'red Flag'

To address the issues being identified in satisfaction survey responses, in July 2013 each Local Policing Unit (LPU) put in place a process of 'red flag' reports. This provided a mechanism for any surveys completed by victims stating they were "completely and very dissatisfied" to be sent to the Local Policing Unit within one day of the survey's completion. It is the responsibility of the LPU to directly deal with the issues stated and any service recovery actions are undertaken immediately.

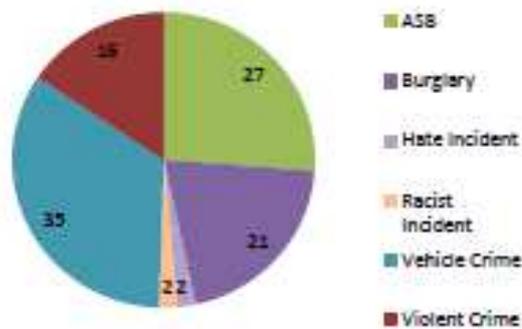
Red flag outcomes: June 2014- 2015:



The graph illustrates, encouragingly, 31.7 % (123) have changed their opinion of Gwent Police since further contact via CARES. 23.7% (92) incident still not attempted recovery there is improvement to be made. We have found that comments from the most satisfied victims often contain expressions of thanks and praise for specific officers; in order to provide this positive feedback to officers and staff, arrangements have been put in place to send comments to LPUs at the end of each month. In addition to support the focus on victim satisfaction, between April and July 2014 briefings were given to groups of officers across the force area to help reinforce the importance of providing a quality service.

July 2014 a new positive feedback 'Green Flag' process commenced where "Completely or very satisfied" with every aspect of the service is now circulated daily alongside the "Red Flag" reports.

### 'Green Flag' Incident Types - July 15



### September 2013 : Victims Charter

The launch of the PCC's Victims' Charter for Gwent outlined a minimum standard of service and support that victim's should expect. This brought together a number of elements including the views of local victims of crime, the Code of Practice for Victims of Crime, the EU Directive for Victims, wider partnership working and a legislative requirement to ensure an effective criminal justice service. The launch was supported by keynote speaker Victims' Commissioner for England and Wales, The Baroness Helen Newlove of Warrington, who joined the PCC in addressing a wide range of statutory and third-sector service providers that would be instrumental in taking forward the Charter's aims.

### October 2013 : Gwent Victim Service Mapping

In conjunction with the Victims Charter, staff within the OPCC continued to engage with service providers both in and outside Gwent to 'map' the landscape of services. Over 60 providers were identified and met with to establish current levels of service provision and identify the existence of duplications, gaps and risks to the service as well as funding streams. Examples of feedback included access to counselling services, support to children and young people as victims, and services for older people. This work provided a necessary background to understanding the nature of service provision in Gwent and helped inform the PCC in terms of potential areas of support and improvement via the commissioning element of the role.

### April-November 2014 : Public Surgeries

From April 2014, the PCC embarked on an extensive programme of community and partner engagement which included meeting with a range of specialist service providers to discuss his commitment to all victims. A key focus of the community engagement was the use of public surgeries to provide members of the community with an opportunity to speak directly with the PCC about their policing-related concerns and included one-to-one meetings for

individuals to privately discuss their experiences, where they wished to do so. 92 residents attended across 12 surgeries.

Following this, the PCC carried out one-to-one sessions and identified a number of victims who were dissatisfied with elements of their experience and allowed them to discuss those with the PCC and LPU representatives who undertook service recovery. This not only provided people with reassurance that their issues were being taken seriously but, on several occasions, also helped change their levels of satisfaction with the experience.

#### April 2014 : Strategic Commissioning Event:

The PCC held a Strategic Commissioning Event that brought together a number of partners to consider and discuss ways to support and implement his Strategic Commissioning Intentions. These intentions confirmed the five key themes to focus commissioning activity deliver an enhanced service through working together and bring improved outcomes against each of the PCC's priorities.

One of the key activities for the OPCC was the facilitation of multi-agency Task and Finish Groups for four of the five themes, including Victims' Services and Support. Through this group, the OPCC developed a documented blue print that provided an overarching framework for planning and monitoring activity in support of the delivery of the OPCC priorities.

#### July 2014 : Victims Hub Concept

July 2014 the Strategic Commissioning Board was presented with a proposal to establish a Gwent-wide multi-agency hub for victims financed by the new Ministry of Justice funding arrangements. The concept aimed to provide a 'gateway' to victims' services that streamlined existing processes and improved the victim's journey. This was accepted by the Board, and work commenced on the project in August 2014 with the launch in May 2015.

#### October 2014: Launch of Community Remedy.

In July 2014, the public were asked to influence how low level crime and anti-social behaviour offenders could be dealt with outside of the court process. The OPCC undertook a consultation and the 835 public responses helped shape the four new measures, (Reparation to damage, Paying of damage, Verbal/written apology and other Restorative approaches) that officers can offer victims of low level crime. These measures mean police officers can offer a fast and more flexible approach to deal with low level crime and disorder. The advantage to the victim is that they have quick justice and have a choice in how the matter is disposed of. There were 93 Community resolutions between October 2014 – March 2015 and during April 2015 - June 2015 93 resolutions similarly recorded. There is a process in place to record victim satisfaction responses and community resolutions.

## December 2014 :CARES

The Force-based CARES programme is a 'service standard' for all victims of crime. The standard was introduced to provide an opportunity to offer the consistent service to all victims of crime; manage victim's expectation and improve the levels of satisfaction around areas of concern. Feedback from victims can be used to identify best practice as well as areas for continued improvement.

CARES concept represents the following elements:

**C** – Contract with victim to agree method and timeliness of updates

**A** – Assessment of Needs of both the victim and witnesses (enhanced services, Special Measures<sup>2</sup> or other support)

**R** – Reports of investigation status clear, understandable updates on the progress and status of the investigation

**E** – End of investigation processes and updates to be finalised

**S** – Supervisor tab on NICHE, which places responsibility on Sergeants and Inspectors to monitor and ensure compliance

The CARES model is monitored and dip sampled by senior officers who contact victims directly to ensure the value and standards set are maintained and enhanced. Victims are contacted by Sergeants to check on the application of the programme with a focus on the 'CONTRACT' with the victim and also the 'ASSESSMENT' part of the process. CARES programme is also monitored as part of the Force performance management framework. Below data outlines there is still work to be done regarding end of investigation process and supervision of compliance.

Since CARES has been adopted as a service standard in December 2014 there has been a steady increase in 'Being Kept informed', victim's satisfaction figures, with a 4.6% improved from June 2014 to June 2015.

CARES Compliance - Crimes that were eligible for survey (reported between Apr-Jun 2015)

Area	Crimes	C	A	R	E	S	Average number of CARES elements per crime
East	578	84.8%	77.7%	84.1%	78.2%	67.6%	3.9
West	641	87.2%	82.1%	89.7%	78.6%	69.7%	4.1
Total	1219	86.1%	80.0%	87.0%	78.4%	68.7%	4.0

## February 2015 Restorative Project :

In February 2015 the PCC agreed to support a local prison in Usk, to establish a number of restorative projects, one of which would allow victims to meet their offenders, if they wish to do so, and to understand the impact of their actions, which is a recognised method to address victim's needs. As a result, a number of staff have been trained in the methodology to be undertaken and a

<sup>2</sup> Special Measures describes the measures a court can order to assist vulnerable or intimidated witnesses to give their best evidence in court. These can include: screens/curtains in the courtroom to shield the witness from the defendant's view; a live video link allowing a witness to give evidence away from the courtroom; evidence in private; removal of wigs and gowns by judges, defence and CPS barristers; and video-recorded statements.

further programme to involve prisons has been initiated. These projects are closely linked to the OPCC, and projects and progress are discussed accordingly.

#### May 2015 – official launch of *Connect Gwent*

Connect Gwent was officially launched in May 2015 by Baroness Newlove of Warrington.

The vision for Connect Gwent is that all victims both inside and outside the criminal justice process are supported through their journey.

The core agencies located in Connect Gwent to date include:

- New Pathways, provide support to any child or adult victim of sexual violence or abuse. The PCC has provided funding to the organisation to employ an additional Independent Sexual Abuse Advisor, to increase service provision across Gwent
- Embrace, offers emotional and practical support for any child victim of crime, up to the age of 18 years old. This can include, general emotional support, during and after court support, liaising with schools and officers on behalf of the family and engage children in activities outside of school,
- Victim Support, The PCC entered into a contract with the Charity to continue the provision of triage services for Victims of crime. The service provided is enhanced from that previously provided via the Ministry of Justice arrangement's providing expert support and advice to all victims of crime, working in partnership with other specialist organisation to ensure an holistic coordinated service. From September 2015 ASB support will be available from Connect Gwent which we anticipate will result in a direct improvement in victim satisfaction. This service will soon be accessible via the national anti-social behaviour website; [www.asbhelp.co.uk/Gwent](http://www.asbhelp.co.uk/Gwent)
- Clinical Practice Nurse, (CPN) receives referrals from agencies via the Hub for victims and witnesses who experience mental health problems (age 18-70). An essential element for the CPN within Connect Gwent, is the creation of a direct referral pathway to mental health teams, without a victim need to see the GP first.
- Victim Satisfaction survey team, to assist collate performance information to inform service development and policy creation.
- Niche Officer, to clarify aspects of victim consent for other agencies within Connect Gwent and ensure a fuller understanding of the needs of the victim, therefore offering the best level of support.
- Umbrella Gwent ; who offer support and encouragement to help people report incidents of LGBT hate crime. The project also works with schools across Gwent to tackle homophobia through education.

Connect Gwent is still embryonic, with strategic discussions taking place. To ensure the operational model is effective and mechanism are in place to support and build on the existing support service model that already exists within the Gwent area.

A multi-agency performance framework has been developed, which will help capture good practice, an improvement to victims experiences, inter-agency referrals and benefits of co-location, service and process gaps and identify areas for development.

Referrals	Apr – June 2014	Apr- Jun 2015
Quarter of VS Year	4	1
Self-Referrals	29	34
Internal referrals	2	1
Other Agency Referrals	14	16
Police referrals	4,803	6,533 (+ 36.0%)
Total	4,850	6,585 (+ 35.7%)

The table above provides a comparison of referral to Victim Support. Since Victim Support moved to Connect Gwent they have seen a 35.7% increase in referrals. This is a significant finding, which demonstrates more victims are now receiving a service which was not the case previously.

June 2015 – Current position:

The figures below help evidence the current position for victims across Gwent. There is still work to be done, and focus maintained but the direction of travel is a positive one.

Overall Satisfaction	MSF	June 2014	June 2015
All Crime	<b>85.4</b>	78.0%	81.2% (+3.2%)
ASB	-	79.2	77.1% (- 2.1%)

‘Being Kept informed ‘	MSF	June 2014	June 2015
All Crime	76.7%	65.9%	<b>70.5% (+ 4.6%)</b>
ASB	-	64.1%	<b>61.3% (- 2.8%)</b>

In addition, the following extract is from a letter received from Her Majesties Inspector of Constabulary received in August 2015; which supports the work undertaken over the past year.

*'It is the view of HMI that the changing patterns in recorded crime have proved to be in line with the national trends and that it was clear that Gwent Police understands its demand and have matched the resource model to meet it. HMI was also reassured that the victim is at the heart of policing activity in Gwent'.*

**Wider Criminal Justice System (CJS) consideration for the Panel:**

It is essential when evaluating victim's satisfaction whilst navigating through the Criminal Justice system, that we note the broader contextual issues which impact on victim's experiences and therefore satisfaction.

Her Majesties Courts service, the Crown Prosecution service, the Court Witness service and the Judiciary can all have an impact on how the service user perceives the police response and duties within this process, such as timely court results, attrition rates, discontinuation with timely explanations, late court adjournments and notification.

The PCC currently chairs the Local Criminal Justice Board (LCJB) and is working with partners to ensure that all elements of the CJS work effectively for the needs of victims. The LCJB's objectives are:

- To support Criminal Justice Efficiency
- To support Victims and Witnesses with a focus on Child Sexual Exploitation, Domestic Abuse and Sexual Violence
- To support agencies to reduce offending and first time entry into the CJS system
- To develop a strategy, to facilitate improvements in supporting offender and victim and witness health and wellbeing

These objectives directly correlate to the OPCC Police and Crime Plan.

**4. NEXT STEPS – Conclusion**

From the report we can conclude that the past three years has been challenging for both the PCC and the Force. With additional factors which the Force operationally have undergone, including addressing ethical crime recording, hosting NATO, implementation of a new force police model and at the same time addressing the budgetary challenges requiring significant reductions in resources , the current position , not withstanding, work to be continued and improved, is overall a successful one which include:

- Local Community engagement events
- Public Surgeries
- Restorative Justice programme
- Restorative Project
- Community remedies and resolutions
- Victims Charter
- Victims 'Hub '

	<ul style="list-style-type: none"> <li>• CARES</li> <li>• Red and Green Flag</li> </ul> <p>During the past 18 month these initiatives and the interventions undertaken and implemented support a positive direction of travel and have influenced victim’s satisfaction data.</p> <p>Between June 2014-June 2015:</p> <ul style="list-style-type: none"> <li>• An increase of 3.2% in victim’s satisfaction, for all victims of crime and levels of victim’s satisfaction for ASB victims has been maintained.</li> <li>• Victim satisfaction levels for ‘Being kept informed’, for victims of all crime have improved by 4.6%. .</li> <li>• Victim’s satisfaction for victims of violent crime has increased by 8.2%</li> </ul> <p>In conjunction with these initiatives, it is important to note the improvement made to Public confidence (the forces service perception by the public)</p> <p>In April 2015; Public Confidence increased by 3.9%, compared with April 2014, ‘Police deal with community issues’ (CSEW Findings: Dec 2014). As a result, Gwent was positioned 4th out of 8 forces with our MSF areas.</p> <p>The force local public confidence survey findings showed an improvement from 55.1% at the end of June 2014 (to 64.3% at the end of March 2015).</p> <p>Many of the initiatives have been in place for under twelve months, therefore we would anticipate continual improvements across Victim satisfaction as the projects and processes are embedded and enhanced further.</p> <p>We must always keep victims at the heart of what we do. It is essential the momentum is maintained and continued. This will be delivered through; on-going training, engagement, empowerment, enhanced and further development of services and scrutiny and monitoring and evaluation of policies and processes. The PCC will continue to undertake with the Chief Constable though my Strategy the joint Performance Board.</p>
5.	<p><b><u>FINANCIAL CONSIDERATIONS</u></b></p> <p>Any expenses incurred by individuals involved will be met by the Panel. MOJ have funded. A significant amount of this work has been informed by the PCC Strategic Commissioning Intentions and the expenditure has been overseen by the multi-agency strategic commissioning board.</p>
6.	<p><b><u>PERSONNEL CONSIDERATIONS</u></b></p> <p>There are no additional personnel considerations; support to this exercise has been provided as part of the OPCC’s normal working arrangements.</p>

7.	<p><b><u>LEGAL IMPLICATIONS</u></b> None</p>
8.	<p><b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b> This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p> <p>Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</p>
9.	<p><b><u>RISK</u></b> The risk if we don't continue with a positive and clear vision to support and empower victims, would mean that we were not achieving our set priorities with the Police and Crime Plan and meeting the needs of the public.</p>
10.	<p><b><u>PUBLIC INTEREST</u></b> This is of interest to the general public.</p>
11.	<p><b><u>CONTACT OFFICER</u></b> Rachel Allen, Policy Officer.</p>
12.	<p><b><u>EVIDENCE OF WITNESSES</u></b> Police and Crime Panel representatives carried out interviews with victims of crime in order to understand their experiences and assess the effectiveness of victims support services across Gwent. A summary of their findings is detailed in appendix 1.</p>
13.	<p><b><u>ANNEXES</u></b> Appendix 1 – to follow.</p>

## **Police and Crime Commissioner Verbal Update**

Key areas to be covered include:

- Public Confidence
- Victim Satisfaction
- Complaints Handling Service
- Public Engagement – Community Councillors Meeting, 15<sup>th</sup> September 2015

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# Agenda Item 6

## **Chief Finance Officer Verbal Update**

Key areas to be covered include:

- Medium Term Financial Plan
- Funding Formula
- Comprehensive Spending Review

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# Agenda Item 7

## POLICE AND CRIME COMMISSIONER FOR GWENT 2016/17 BUDGET SETTING TIMETABLE

	<b>Description</b>	<b>Date</b>	<b>Owner</b>
1	Update Medium Term Financial Projections (MTFPs) based upon national/ regional guidance, 14/15 final outturn and emerging issues	8th June 2015	PMA
2	Briefing to Police and Crime Panel (PCP) on initial MTFP	19th June 2015	CFO OPCC
3	Briefing to Chief Officer Team (COT) on initial MTFP	1st July 2015	ACO-R
4	Formal Budget Setting commences in Finance Department (including two month Precept consultation during October and November)	1st September 2015	Finance
5	Update MTFP to reflect national/ regional guidance, emerging issues and strategic direction	4th September 2015	PMA
6	CFO OPCC briefing on MTFP	9th September 2015	ACO-R
7	OPCC Executive Board Team briefing on updated MTFP	10th September 2015	CFO OPCC
8	Chief Officer Team briefing on updated MTFP	15th September 2015	ACO-R
9	Briefing to Joint Audit Committee (JAC) on planning process, strategic direction and budget setting	16th September 2015	CFO OPCC
10	Strategy and Performance Board (SPB) briefing on updated MTFP, planning process, strategic direction and budget setting	29th September 2015	CFO OPCC / ACO-R
11	COT briefing on updated MTFP and budget proposal formulation	6th October 2015	ACO-R
12	Update MTFP to reflect strategic direction following COT briefing	7th October 2015	PMA
13	CFO OPCC briefing on MTFP	7th October 2015	ACO-R
14	OPCC Executive Board Team briefing on updated MTFP	15th October 2015	CFO OPCC
15	Strategic Planning Group (SPG) briefing on MTFP	16th October 2015	PMA
16	Produce initial budget proposal	16th	PMA

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2016/17 BUDGET SETTING TIMETABLE**

		October 2015	
17	COT briefing on draft Gwent Police Budget Proposal	23rd October 2015	ACO-R
18	Chief Constable finalises Gwent Police Budget Proposal	3rd November 2015	ACO-R
19	CFO OPCC briefing on Gwent Police Budget Proposal	4th November 2015	ACO-R
20	OPCC Executive Board Team briefing on updated MTFP and consideration of Gwent Police Budget Proposal	5th November 2015	CFO OPCC
21	Budget Setting Exercise completed in Finance	6th November 2015	PMA
22	SPB to consider and discuss Gwent Police Budget Proposal	19th November 2015	CFO OPCC / ACO-R
23	JAC Report for circulation with provisional Budget and Precept Proposal	25th November 2015	PMA
24	COT briefing on provisional Budget Proposal	1st December 2015	ACO-R
25	JAC briefing on provisional Budget and Precept Proposal	3rd December 2015	CFO OPCC
26	PCP Report for circulation with provisional Budget and Precept Proposal	4th December 2015	PMA
27	OPCC Exec Board Briefing on provisional Budget and Precept Proposal	9th December 2015	CFO OPCC
28	Briefing to PCP on provisional Budget and Precept Proposal	11th December 2015	CFO OPCC
29	SPG briefing on provisional Budget and Precept Proposal	15th December 2015	PMA

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2016/17 BUDGET SETTING TIMETABLE**

30	Update MTFP to reflect Provisional Settlement and Autumn Statement announcements	17th December 2015	PMA
31	Draft PCC Proposed Precept Report for circulation	18th December 2015	CFO OPCC
32	COT briefing on proposed Precept	5th January 2016	ACO-R
33	Final Police Settlement announced	tbc January 2015	Home Office / WG
34	MTFP updated to reflect impact of Final Police Settlement	tbc January 2016	PMA
35	CFO OPCC briefing on proposed Budget and Precept	14th January 2016	ACO-R
36	OPCC Executive Board Team Briefing on proposed Budget and Precept	15th January 2016	CFO OPCC
37	Deadline for PCC to issue PCP Proposed Precept Report	22nd January 2016	PCC
38	PCP Meeting to consider Proposed Precept Report	29 <sup>th</sup> January 2016	PCP
39	Undertake public consultation with non-domestic ratepayers	29th January 2016	PCC Office
40	Deadline for PCP to review and report back to PCC on Proposed Precept Report	5th February 2016	PCP
41	MTFP updated to reflect impact of PCP report	8th February 2016	PMA
42	CFO OPCC briefing on updated MTFP	9th February 2016	ACO-R
43	Draft PCC response to PCP report for circulation	10th February 2016	CFO OPCC
44	Deadline for PCC to issue Revised Precept Proposal Report to PCP	12th February 2016	PCC

**POLICE AND CRIME COMMISSIONER FOR GWENT  
2016/17 BUDGET SETTING TIMETABLE**

45	Update Strategic Planning Group briefing on PCC Budget Proposal	16th February 2016	PMA
46	Deadline for PCP to review Revised Precept Proposal Report and report back to PCC (Second Report)	19th February 2016	PCP
47	Produce Draft Precept Notification	19th February 2016	CFO OPCC
48	Draft PCC response to PCP Second Report for circulation	23rd February 2016	CFO OPCC
49	Deadline for PCC to issue response to PCP Second Report	26th February 2016	PCC
50	PCC issues precept	26th February 2016	PCC
51	Notification of precept to Local Authorities	26th February 2016	PCC
52	Produce Final Precept Notification	26th February 2016	CFO OPCC
53	Printing of precept leaflets / Publishing of on-line Statement (tbc)	4th March 2016	Corporate Communications
54	Complete breakdown and phasing of budgets	11th March 2016	Finance
55	Complete Budget Book	18th March 2016	Finance
56	Upload Budget to Financial System	24th March 2016	Finance
57	Issue Budget Book	24 <sup>th</sup> March 2016	Finance

## **GWENT POLICE AND CRIME PANEL IMPROVEMENT PLAN AND DRAFT FORWARD WORK PROGRAMME 2015/16**

### **CONFIRMED DATES**

#### **11th December 2015 – 10.00am**

- PCC Verbal report
- MTFP - Forecast Outturn and Precept Options
- Treasury Management Strategy 2016/17 and 6<sup>th</sup> month update report 2015/16
- Complaints Triage

### **SUGGESTED DATES**

#### **29th January 2016 – 10.00am**

- PCC Verbal Report
- Precept Report
- Draft Police and Crime Plan

#### **18th March 2016 – 10.00am**

- Final Police and Crime Plan
- Criminal Justice (Comprehensive Review)

#### **17th June 2016 – 10.00am**

- PCC Verbal Report
- 2015/16 Year End Financial Report
- MTFP
- Annual Report
- Annual Strategic Equality Objectives Action Plan

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