

# **Gwent Police and Crime Commissioner**

## **Police and Crime Plan 2013 – 2017**

The Gwent Police and Crime Commissioner's vision is to reduce crime, support victims and make Gwent a safer place.

Police and Crime Commissioner's Mission Statement:

*I will communicate openly with the community, especially victims of crime and anti social behaviour, and use the findings to provide a police service which is efficient and effective and which meets the needs of the people of Gwent.*

Gwent Police will support this vision by protecting and reassuring local communities.

## FOREWORD

I am extremely proud to have been elected as your Police and Crime Commissioner in Gwent. My vision is to continue to reduce crime and Anti-Social Behaviour, support victims and make Gwent a safer place for all. I sincerely believe that all of this is achievable despite the continuing pressures that a reduction in the policing budget will bring.

I fully support the Chief Constable's mission to protect and reassure the public and will continue to work with the force to ensure that you are provided with an efficient and effective policing service that is value for money.

It is disappointing to see that whilst crime and anti social behaviour is reducing in Gwent, public confidence in policing is not as high as I would like it to be. I will therefore also be working closely with the Chief Constable to ensure that, over the period of this plan, that public confidence in the force remains central to everything we do.

I will be looking for every opportunity to speak to you to ascertain how we can best deliver an accessible, fair and responsive policing service that best meets your needs.

Mindful that we can achieve more when we work together, I will also be working to ensure that our excellent partnership arrangements with local authorities, the voluntary third sector and other criminal justice agencies deliver positive results for our communities.

The priorities in this Plan are the result of much public and partner consultation over recent months and will be used to inform my activity over the period ahead. This Plan is also the first step in letting you know how I propose to work on your behalf to deliver against these priorities.

I believe that the future offers many opportunities for us to work together to make our communities even safer. The Plan lays out what I will do to make this happen and I look forward to hearing from you with your ideas about how we might work together to achieve this.



A handwritten signature in black ink, which appears to read 'Iain Johnston'. The signature is written in a cursive style and is positioned above a horizontal line.

**Iain Johnston QPM**  
**Gwent Police and Crime Commissioner.**

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# 1. INTRODUCTION

## 1.1 Background

This is the first Police and Crime Plan issued by the Police and Crime Commissioner for Gwent. It covers the period April 2013 – March 2017 and outlines my vision and priorities for policing and community safety across the Gwent Police area.

My role as the Police and Crime Commissioner is to ensure that the policing needs of Gwent's communities are met so that people are safe, and have confidence in and satisfaction with the services provided by the police.

Building on the strong foundations already in place, I will work with partners to continue to develop a joined-up approach to preventing and reducing crime, tackling Anti-Social Behaviour (ASB), making sure that victims are at the centre of the services delivered, and provide the public with a voice in policing matters. I will do this by:

- Setting, issuing and updating this Police and Crime Plan for Gwent
- Setting the Force budget, the policing element of council tax (precept) and awarding crime and disorder reduction grants
- Holding the Chief Constable, and other partners commissioned to provide services, to account for the delivery of police and crime priorities
- Regularly engaging with communities and victims of crime
- Working in partnership to deliver effective criminal justice and other related services to the public of Gwent
- Having regard to the priorities of community safety partners in delivering policing services

I have also given consideration to the Strategic Policing Requirement, issued by the Home Secretary, to ensure that I understand its requirements and that Gwent Police are able to meet regional, national and international policing responsibilities, such as organised crime and counter terrorism.

While the Chief Constable retains the direction and control of her police officers and police staff, in carrying out my role I will not impede the operational independence of the police service; however, I will hold the Chief Constable to account for the delivery of the priorities outlined in this plan which are within her direction and control.

[Link to The Policing Protocol](#)

In turn, I will be held to account, supported and scrutinised by a Police and Crime Panel, a body consisting of local councillors and independent members.

I will also be supported by an Audit Committee (held jointly with the Chief Constable), which will provide advice and assurance on matters relating to the business of the Force and the Office of the Police and Crime Commissioner.

In drafting this plan, I have considered the views and priorities of communities, responses provided to the consultation, victims of crime, Gwent Police, community safety and

criminal justice partners. In addition, my priorities have been developed using an outcome-based approach to ensure they meet the local, regional and national needs.

I have consulted with the Chief Constable in drafting the planned outcomes and measures.

As the first Police and Crime Commissioner for Gwent, my vision is to prevent and reduce crime and ASB, support victims and make Gwent a safer place. To achieve this, I will focus on the following strategic priorities:

- **To deliver the best quality of service available.**
- **To reduce and prevent crime**
- **To reduce incidents of ASB**
- **To protect people from serious harm**
- **To make the best use of resources and provide Value for Money**

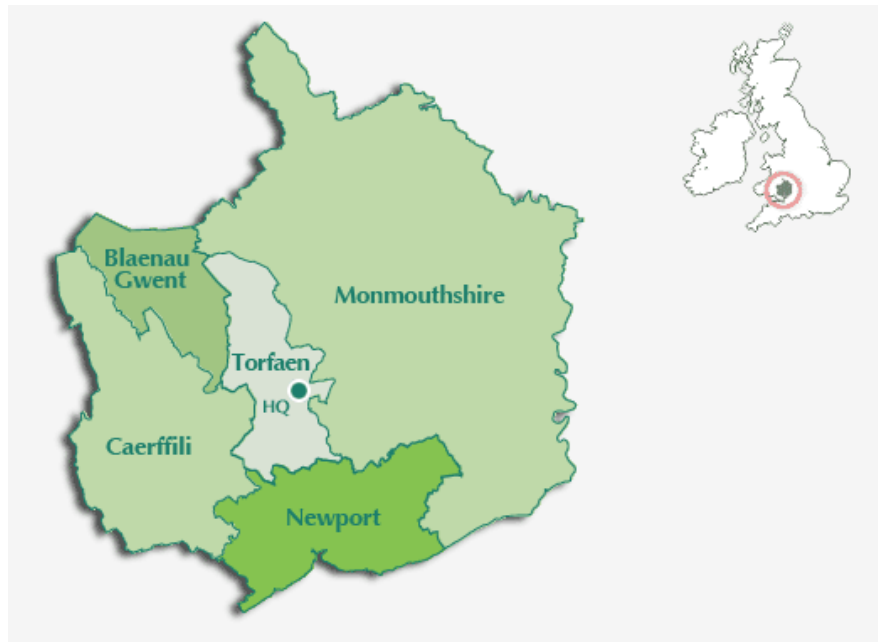
I fully support the Chief Constable's mission for Gwent Police to be in the top ten police forces by 2016 and through my priorities, we will work together and with others to ensure the delivery of a high quality policing service to the communities of Gwent.

I am supported by the staff of the Office of the Police and Crime Commissioner (OPCC) who will assist me in discharging my functions as the Commissioner for Gwent. I will be reviewing the current resources and make-up of the office over the first year of this plan to ensure that I have the correct level of support and expertise to deliver my vision. The role of the OPCC is vastly different, more complex and demanding than that of the former Police Authority and comparisons between the Authority Secretariat and the OPCC are misleading and unhelpful. The wider scope of the role includes an increased number of general responsibilities in addition to a greater financial responsibility.

[Link to OPCC chart](#)

This plan may be reviewed at any time and it will be kept under review, particularly in light of any recommendations made by the Police and Crime Panel or the annual report, any changes made to the Strategic Policing Requirement issued by the Secretary of State, and views obtained from the community.

## 1.2 The Gwent Area



The Gwent policing area covers 600 square miles bounded by Abergavenny in the North, Newport in the South, Chepstow in the East and Caerphilly in the West. The area itself is a mix of rural and urban populations, with market towns and rural farming areas presenting very different challenges to those of managing the night-time economy of Newport. The road network also carries large volumes of traffic through the M4 link to the East, which incorporates the Second Severn Crossing, and the development of the existing Heads of the Valleys road, adding to the complexity of policing those areas linking into this network.

The population of Gwent has increased<sup>1</sup> by 23,700 since 2001 to 576,700 people, and Gwent has also become more diverse through culture, faith and ethnicity. The Office for National Statistics states that Gwent on average has a 96% white, 0.4% Asian, 0.13% Black and 0.3% Chinese population. In 2011/12, Gwent Police provided services in 40 different languages.

As Commissioner, I will ensure that Gwent Police works together with its partners to engage and strengthen its community links, whilst simultaneously working to gain trust and build confidence within minority communities and other under-represented groups.

Gwent has a high student population. Coleg Gwent is Wales' largest further education college and has over 35,000 students ranging from school leavers to mature students.

The county also has both wealthy and socially deprived communities with the current economic challenges highlighting the diverse characteristics of Gwent. Highest employment is seen in Caerphilly and Newport with most unemployment focused in the valleys. Similarly, there is a wide variation in the quality of health in our communities which is highest in Monmouthshire and poorest in the Blaenau Gwent. It has been estimated that one fifth of the Welsh working age population are disabled.

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<sup>1</sup> Office for National Statistics 2011 Census

## 1.2.1 Local Policing

To provide the most effective response to community needs, Gwent Police is made up of five policing areas based on local authority boundaries. As at 31<sup>st</sup> December 2012, the Force has more than 1414 officers and 1050 police staff, including 257 Community Support Officers (funded via central government grant, Welsh Government and local partners) to protect and reassure its public. In addition, a number of volunteers, including Specials and Police Cadets, work with local police and partners to help improve customer service and enhance service delivery.

The style of policing in Gwent is intelligence-led, proactive and people focused. Policing at the local level is delivered through working in partnership and dedicated neighbourhood policing teams that provide a visible and responsive service to local communities. These teams work hard to identify and seek solutions to the issues of most concern within our communities. The force also has a range of specialist police services to combat major challenges to public safety.



Local Policing  
Information

As the Police and Crime Commissioner for Gwent, I support the Chief Constable's aims, which are to:

- Reduce crime, anti-social behaviour, nuisance and disorder, and increase the numbers of offenders brought to justice
- Focus on victims of crime
- Work with others to keep people safe
- Provide value for money, improve efficiency, drive out waste and duplication and increase productivity
- Deliver £24.17m cashable savings by 2016<sup>2</sup>.

### [About Gwent Police](#)

## 1.2.2 Strategic Policing Requirement

In preparing this plan, I am required to have regard to the Strategic Policing Requirement (SPR), issued from time to time, by the Home Secretary. The national threats contained with the SPR either affect multiple police forces or require resources to be brought together in order to deal with those threats efficiently and effectively.

The national threats will require a response embedded in local policing and will require the development of effective working relationships with the National Crime Agency as well as linking in with Integrated Offender Management, Multi Agency Public Protection and Safeguarding arrangements. The force already participates in a number of collaborative and joint-working arrangements between police forces and other partners to deal with these issues.

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<sup>2</sup> This is the original target identified in setting the 2011/12 budget and is maintained in the Chief Constable's objectives.



I will monitor SPR requirements locally and with my colleagues in Wales, to ensure we have the specialist police capability to deal with the most serious crimes.

## **2. POLICE AND CRIME PRIORITIES**

### **2.1 Planning**

As the Commissioner, one of my key responsibilities will be to ensure that the public's views and priorities are the driving force behind policing and are supportive of community safety and the criminal justice system. As such, I will ensure that Gwent Police are more focused than ever on those areas which will help achieve the outcomes that mean the most to you. The priorities within this plan have been informed by a wide range of internal and external research, engagement and consultation to ensure that the organisation is focused on the right issues.

The priorities have been chosen following extensive consideration of factors including:

- Victim and Community consultation - surveys, neighbourhood meetings, Partners and Communities Together (PACT) priorities.
- Performance Information – Detection rates, public confidence, satisfaction of victims and witnesses
- Crime and Anti-Social Behaviour rates of recording
- Force intelligence and analysis
- Strategic partner consultation
- Local and Regional Strategic Assessments of the Strategic Policing Requirement and Protective Services
- My pre-election Manifesto commitments
- Inspections conducted by Her Majesty's Inspectorate of Constabulary.

### **2.2 The Priorities**

Outlined on the following pages are the priorities developed through our community and partner consultation, as well as the success measures you should expect to see as a result of effective delivery of the priorities. The Commissioner wishes to prioritise preventative initiatives that are proven to work, reduce the number of victims of crime and ASB, improve services to victims, and that involve the community in addressing local matters.

## To deliver the best quality of service available

Priority 1: Outcome	The people of Gwent are satisfied that the police provide a service which meets their requirements.
Success Measures	<ul style="list-style-type: none"> <li>• <b><i>To increase the proportion of people who are satisfied with the way the police in their area are dealing with the things that matter to them and the community</i></b></li> <li>• <b><i>To increase the satisfaction of victims of crime and anti-social behaviour with the service they have received from the police.</i></b></li> </ul>
Actions	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• work with victims and staff to develop our victim services plan.</li> <li>• continue to develop the way in which we keep people informed about the action we take in response to their concerns.</li> </ul>
	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> <li>• <i>put victims at the heart of everything we do</i></li> <li>• <i>listen to and engage with the community about the police service they require and receive</i></li> </ul>

## To reduce and prevent crime

Priority 2: Outcome	People in Gwent are less affected by <b>crime</b>
Success Measures	<ul style="list-style-type: none"> <li>• <b><i>Reduce the overall level of crimes recorded</i></b></li> <li>• <b><i>Reduce the number of victims of crime</i></b></li> <li>• <b><i>Increase the number of offenders brought to justice</i></b></li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• allocate resources to where they are needed, so that the right people are in the right place at the right time</li> <li>• target repeat and high-volume offenders who cause the most harm to our communities</li> <li>• increase the number of offenders brought to justice by improving the quality of police investigations, and the quality and timeliness of prosecution files.</li> </ul>

	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> <li>• <i>work with partners to support victims and communities</i></li> <li>• <i>work with the Crown Prosecution Service and HM Courts and Tribunal Service to improve the service given by the criminal justice system in Gwent to victims of crime and ASB</i></li> <li>• <i>work with partners to develop a joint approach to restorative justice to reduce the likelihood of further offending</i></li> <li>• <i>work with partners to divert people from offending behaviour that may lead them entering the criminal justice system</i></li> <li>• <i>work with partners to provide services to help divert offenders from substance abuse</i></li> </ul>
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**To reduce incidents of ASB**

Priority 3: Outcome	People in Gwent are less affected by <b><i>Anti-social Behaviour</i></b>
Success Measures	<ul style="list-style-type: none"> <li>• <b><i>Reduce the overall levels of anti-social behaviour</i></b></li> <li>• <b><i>To increase the proportion of people who feel that their call to us made a difference to the ASB problem they were experiencing.</i></b></li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• assign resources to meet local demand, so that the right people are in the right place at the right time</li> <li>• target repeat and high-volume offenders and locations causing most harm to our communities</li> <li>• work with repeat and vulnerable victims to ensure they receive the service they ought to have</li> </ul>
	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> <li>• <i>work with partners to prevent ASB in our communities</i></li> </ul>

### To protect people from serious harm

Priority 4: Outcome	People in Gwent are protected from serious harm
Success Measures	<ul style="list-style-type: none"> <li>• <b><i>Increase the proportion of offenders brought to justice for domestic abuse offences</i></b></li> <li>• <b><i>Increase the proportion of offenders brought to justice for serious violence and sexual offences</i></b></li> <li>• <b><i>Reduce the number of incidents of serious violent crime</i></b></li> </ul>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• maintain specialist teams of investigators to provide the best level of service to victims of domestic abuse and rape.</li> <li>• prioritise the service provided to victims of rape and serious violent crime</li> <li>• work with partner agencies to reduce repeat victimisation.</li> </ul>
	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> <li>• <i>support partners to have an annual multi agency training plan to reduce incidents of domestic abuse</i></li> <li>• <i>look for opportunities to work with and support partners in addressing this priority, particularly through the provision of funds for Commissioning</i></li> </ul>

### To make the best use of resources and provide value for money

Priority 5: Outcome	The people of Gwent are provided with a police service that is value for money.
Success Measures	<b><i>Increase productivity and best use of policing services</i></b>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> <li>• reduce costs by re-designing services to work more efficiently and work to reduce the demand on those services</li> <li>• promote an attitude of continuous improvement within the police force</li> <li>• seek to collaborate with other police forces and other</li> </ul>

	organisations where this will deliver an improved service for the public and better value for money.
	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> <li>• <i>prioritise the budget to ensure the commissioning of services that support the police in meeting the priority requirements.</i></li> </ul>

As Commissioner, I will continue to work with the Chief Constable on the delivery of the police force element of the Success Measures which form part of the Force delivery plan. This, together with wider performance monitoring will be published on my website as appropriate. In turn, I will provide information relating to my delivery of the Success Measures to the Police and Crime Panel, which holds me to account in my role as Commissioner.

### 2.3 Engagement

Effective engagement is key to ensuring that the priorities within this plan have regard to the views of, and meet the needs of, the communities of Gwent. It also helps ensure that Gwent Police are delivering what the public expect of them in relation to the police element of the priorities and, where possible, in partnership with other public and voluntary service organisations.

The service provided by the police is more effective and efficient if it is tackling the types of problems that cause concern to the community, and in preparing this plan, I have consulted with victims of crime, the public and our partners to ensure the relevance of the police and crime priorities identified.

The joint [Community Engagement Strategy](#) sets out how both Gwent Police and I will work together to carry out community engagement and consultation, ensuring that everyone in the community has a chance to provide their views. There are a number of ways we will use to engage with communities, including:

- Regular meetings with the public
- Regular surveys and focus groups
- Interactive Facebook and Twitter sites, highlighting our activities and seeking feedback
- Working with the media to publicise activities and request your help
- Community messaging systems
- Publishing performance information, including crime local crime mapping
- PACT meetings, which are held in each neighbourhood with local officers in attendance to discuss your concerns
- Topic-specific focus group work.

As Police and Crime Commissioner, I will ensure that there continues to be an on-going programme of effective public and partner engagement as part of the mechanism for identifying police and crime priorities for Gwent, ensuring the continuous improvement of service levels, and for holding the Chief Constable to account on helping to deliver my

vision. In this way, we can continue to provide reassurance to the public, as well as receiving feedback around the confidence and satisfaction of our communities in the service being provided.

### **3. PARTNERSHIP**

The Police & Crime Commissioners of the four police force areas accept that Wales needs responsive & accessible policing services. The Commissioners have agreed to work together and together with their respective Chief Constables have established an All Wales Policing Group to:

- Influence the UK & Welsh Governments in respect of policing & criminal justice matters;
- Work together to develop & maintain police collaboration to enhance the forces capacity, capability & cost effectiveness;
- Work together ensuring the communities of Wales receive a policing service that meets their needs;
- Uphold and champion the principles of local accountability and Policing by consent.

Tackling crime and disorder and making communities feel safer is not just a police service responsibility but also involves partner organisations such as Local Authorities, the Fire and Rescue service, Young People's Services, Probation Trust and the Health Service. Similarly, there are many voluntary and community organisations working in the field of community safety, either independently or in partnership with public bodies.

In these challenging economic times, partnership working will become more important than ever. As the Police and Crime Commissioner, I will work with the Chief Constable and other partners to further develop an integrated partnership approach towards crime prevention and community safety. There is a long history of excellent partnership working across Gwent, at both the strategic planning level and at a local level and I will continue to work with partners to ensure that this is maintained.

#### **3.1 Strategic Partnerships in Gwent**

##### **Partnerships and Communities Together (PACT)**

Partnership working continues at a local level through local neighbourhood policing teams who hold regular PACT meetings to discuss and manage those issues that impact directly upon the quality of life of those communities. Working with partners and the force, I will undertake a significant review of PACT over the forthcoming months in response to comments made during the election campaign.

##### **Community Safety Partnerships**

Community Safety Partnerships (CSPs) are a statutory partnership led by the local authority and the police and involve the Gwent Health Trust, Youth Offending Services (YOS), Probation and the Fire Authority with the duty to work together to reduce crime and disorder in their area.

Up until 2011/12 each area had its own CSP, however the recent Welsh Government drive to rationalise partnerships in Wales has led to some areas streamlining their partnership structures whilst ensuring that the statutory functions of each partnership are maintained.

Although not a responsible body on CSP's, I will be working with the Chief Constable and leaders from the responsible authorities to identify opportunities for efficiencies and improved outcomes for those affected by community safety issues and will seek to identify preventative opportunities.

### **Local Service Boards**

Local Service Boards (LSBs) comprise senior representatives of local public and third sector organisations working together at Local Authority level to ensure public services are effective and citizen focused. They agree and deliver upon joint prioritised actions which are expressed as Local Service Agreements, designed to bring national and local priorities together into a joint delivery programme for key stakeholders.

Under the Welsh Government rationalisation drive, LSBs have developed Single Integrated Plans for 2013-20, to set out the priorities for each area. I have been invited to be a member of a number of these Boards. The Chief Constable represents the police service on each Board and will work with the OPCC to update on progress against each Single Integrated Plan where I am not directly represented. The Chief Constable will work with partners in local authorities on local crime and disorder reduction strategies. These strategies also feed into the strategic priorities set out within the Single Integrated Plans.

I will continue to work with LSB's to ensure that their plans take account of my police and crime priorities and, where appropriate, seek to influence their priorities to improve outcomes for those affected by crime and ASB in our communities.

### **Criminal Justice System (CJS) Strategy Board**

The CJS Strategy Board plays a pivotal role in reducing crime and bringing more offenders to justice in Gwent. It is responsible for meeting the Government's objectives for the criminal justice system as well as the priorities of the local community. The Board is made up of chief officers from the core CJS who meet regularly and work together to deliver local improvements, providing a more co-ordinated approach to tackling crime in Gwent. The Chief Executive of the OPCC attends this board on my behalf, and provides information to the Board on my vision and priorities as they link to the work of the Board.

I will work together with the local criminal justice bodies to provide an efficient and effective Criminal Justice System for the communities of Gwent.

### **Local Safeguarding Children Boards**

The Children's Act 2004 establishes Local Safeguarding Children Boards (LSCBs) and the statutory duty is now placed upon me as Police and Crime Commissioner in relation to the safeguarding of children and the promotion of child welfare. The membership of LSCBs includes local authorities, health organisations, the police and others.

In every locality of the country, LSCBs are now key to organisations coming together to agree on how they will cooperate with one another to safeguard and promote the welfare

of children. The purpose of this partnership working is to hold each other to account and to ensure safeguarding children remains high on the agenda across the region. The links below provide information on the work of the Safeguarding Boards within Gwent:

[Blaenau Gwent](#)  
[Caerphilly](#)  
[Monmouthshire](#)  
[Torfaen](#)  
[Newport](#)

### **Domestic Abuse MARACs**

Multi-Agency Risk Assessment Conferences (MARACs) enable relevant agencies in Gwent to meet to confidentially discuss high-risk victims of domestic abuse who are living in the local area, to identify what safety and support mechanisms can be put in place for victims and their families.

The Chief Constable has responsibilities in relation to these conferences and I will monitor her contribution to this as part of my accountability duties.

### **Multi-Agency Public Protection Arrangements**

Multi-Agency Public Protection Arrangements (MAPPA) is a process through which the Police, Probation and Prison Service work together with other agencies to manage the risks posed by violent and sexual offenders living in the community. Offenders eligible for MAPPA are identified, and information is gathered and shared about them across relevant agencies.

The Chief Constable has responsibilities in relation to these arrangements and I will monitor her contribution to this as part of my accountability duties.

### **Integrated Offender Management**

I am a key stakeholder of the Gwent Integrated Offender Management (IOM) Cymru Regional Delivery Group. The IOM Cymru approach provides both a strategic framework and operational delivery arrangements, through which community safety and criminal justice agencies can work together to prevent crime and reduce reoffending. This will assist me in meeting the ambition outlined in the police and crime plan and will further develop an integrated partnership approach to ensure people in Gwent are less affected by crime.

As the Police and Crime Commissioner I will work with IOM Cymru to continue to drive this activity forward and strengthen partnership working across Gwent and will (in accordance with the Police Reform and Social Responsibility Act 2011), hold the Chief Constable to account in respect of force's contributions in this area.

## **3.2 Wider Collaboration**

Existing partnership work across England and Wales includes:

### **All Wales Criminal Justice Board**

The All Wales Criminal Justice Board was established in May 2011 with representatives from the Police, Her Majesty's Court Service (HMCS), Youth Justice Board (YJB), Victim



Support, NHS Wales, Crown Prosecution Service (CPS), National Probation Service, Welsh Government, National Offender Management Service (NOMS), Ministry of Justice, and the Legal Services Commission.

The Board 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 provides the strategic priorities for local criminal justice boards in each of the four Welsh police force areas and also monitors performance.

Through working in collaboration, the Board aims to improve the efficiency and effectiveness of the criminal justice services provided to the public, ensure focus is maintained on the most serious issues impacting communities, make local communities safer, and that the needs of victims are supported.

I will be exploring with my Commissioner colleagues in Wales how we ensure that the strategic nature of this board supports and complements the work of the local Criminal Justice Boards.

### **Tarian**

Tarian is the Southern Welsh forces response to serious and organised cross-border crime, and contributes considerably to their capacity to deal with such crime.

Launched by Dyfed-Powys Police, South Wales Police and Gwent Police, Tarian has been in operation for over 10 years and is resourced by officers from across the southern Welsh forces as well as other agencies, such as H.M Revenue and Customs and the Crown Prosecution Service. The unit has seen outstanding results during this time including:

- 584 arrests resulting in 632 years of sentencing
- the dismantling/disruption of over 140 Organised Crime Groups
- 513 warrants and house searches conducted

Tarian works continuously to keep the public safe from serious and organised cross border crime, disrupting and pursuing the criminals involved and recovering the assets derived from their criminal activity. It will continue to work to improve on the results it has achieved to date and by working in collaboration with the three forces and partner agencies. Tarian provides greater security for our communities than one force can provide alone.

I will be monitoring the performance of this unit locally to ensure the service to Gwent benefits our communities, and jointly with my Commissioner colleagues in the two Southern Welsh police force areas.

### **Wales Extremism and Counter Terrorism Unit (WECTU)**

WECTU was established in 2006 and created one Special Branch for the whole of Wales. Its remit covers international terrorism and domestic extremism and is driven by the Government's Counter Terrorism Strategy known as CONTEST. Through working collaboratively WECTU aims to work more effectively in its response to the threat from national and international terrorism and extremism. It seeks to keep the people of Gwent

safer by building confidence and trust in our communities by working with the public and partners to identify, target and disrupt terrorists and extremists.

I will be monitoring the performance of this unit locally to ensure the service to Gwent benefits our communities, and jointly with my Commissioner colleagues in the three Welsh police force areas.

### **Firearms**

The Joint Firearms Unit has been established to provide a larger and more resilient pool of firearms expertise across Gwent, South Wales, and Dyfed Powys Police Forces. This partnership not only offers potential savings in the use of buildings, but also generates savings in procurement and training. By making sure that officers are trained and deployed in the same way the force will provide an improved service.

I will be monitoring the performance of this unit locally to ensure the service to Gwent benefits our communities, and jointly with my Commissioner colleagues in the two Southern Welsh police force areas.

### **Joint Legal Services**

In 2009, Gwent and South Wales Police Authorities agreed to establish a Joint Legal Services provision, with the aim of providing an enhanced service for both areas. This joint approach to Legal Services was the first of its kind in the police service in Wales and England and has resulted in the reduction of outsourced work, greater economies of scale, improved performance, greater specialisation and improved development opportunities for staff.

I will keep this arrangement under review to ensure it provides an appropriate service and value for money for Gwent.

### **HR Strategic Director**

A shared Strategic Director of Human Resources was appointed for Gwent and South Wales Police to achieve a closer strategic focus on human resources issues, objectively assess opportunities for collaboration, and enhance the existing human resources functions in both Forces.

I will keep this arrangement under review to ensure it provides an appropriate level of strategic advice and value for money.

### **Joint Scientific Investigation Unit**

This facility is shared by Gwent, South Wales and Dyfed Powys Police. It aims to increase capacity, resilience and the range of services offered to police officers and major crime teams. The Unit will also save millions of pounds in public money and provide a better service for victims of crime.

I will be monitoring the performance of this unit locally to ensure the service to Gwent benefits our communities, and jointly with my Commissioner colleagues in the two Southern Welsh police force areas.

## **Procurement**

This project aims to improve efficiency in managing procurement by establishing a 'virtual' Joint Procurement Unit for Gwent, South Wales and Dyfed Powys. The project seeks to secure economies of scale, improve procurement efficiency and the provision of clear policy guidance and best practice.

I will be monitoring the performance of this unit locally to ensure the service to Gwent benefits our communities, and jointly with my Commissioner colleagues in the two Southern Welsh police force areas.

## **Air Support**

Gwent Police shares its air support service with South Wales Police. However, the Government have mandated air support provision as a national service and Gwent will participate to maintain capability within Gwent from July 2013. The National Police Air Service (NPAS) project aims to increase overall air support availability nationally by 8%, providing continuity in the quality of air support and greater security for the people of Gwent.

## **Forensic Services**

A joint forensic services agreement for the collaborative procurement of forensic science services for South West England, Wales and North West England (comprising 14 force areas) is in place. In pooling its expertise it aims to develop a regional centre of excellence for forensic services.

I will participate in the governance arrangements for this contract and will ensure that the contract continues to provide value for money and quality of service required to enable the Chief Constable to deliver against the police and crime priorities in this plan.

## **Shared Resource Service**

With the support of the Welsh Government, the Shared Resource Service (SRS) has created a collaborative ICT function for Gwent Police and Torfaen and Monmouthshire County Councils, allowing the ability to expand in the future to introduce further partners.

## **Sexual Assault Referral Centres**

Three Sexual Assault Referral Centres have been created within the South Wales Police area located in Cardiff, Swansea and Merthyr, as well as one in the Risca area of Gwent. These centres provide a fully inclusive service for the victims of sexual violence, from immediate crisis intervention through to long-term therapeutic work.

As Police and Crime Commissioner I will work with the Chief Constable to continue to identify opportunities for collaboration that further the drive for improved policing and community safety across Gwent.

# **4. ACCOUNTABILITY AND PERFORMANCE**

## **4.1 Accountability**

As the Police and Crime Commissioner, I will hold the Chief Constable to account for the delivery of the priorities set out in this plan, and will have regard to criminal justice and community safety priorities to promote partnership working.

I will hold monthly meetings with the Chief Constable and receive written and verbal performance reports. Relevant information and decisions of significant public interest will be published to enable the communities of Gwent to assess the performance of both myself and the Chief Constable in carrying out our duties.

I will also conduct regular meetings with partners to discuss progress and performance and promote effective partnership working. Details of these meetings, along with relevant and appropriate performance information, will also be published on a regular basis.

## **4.2 Performance**

To ensure the delivery of an efficient and effective service, performance outcomes will be set, in consultation with the Chief Constable, criminal justice agencies and community safety partners. Performance measures will be outcome focused and based on the principles of continuous improvement.

<http://www.gwent.pcc.police.uk/performance/>  
[www.police.uk](http://www.police.uk)

I am also required to maintain a statutory Independent Custody Visiting Scheme. The scheme is administered by the staff of the Office of the Police and Crime Commissioner and I will continue to hold regular meetings with visitors to ensure that custody standards are maintained. In addition, staff administer and maintain a non-statutory Animal Welfare Scheme, and regular meetings will also continue to be held with visitors to ensure the maintenance of current standards. A Volunteer Policy is in place to support scheme members in carrying out their roles.

[Independent Custody Visiting Scheme](#)  
[Animal Welfare Scheme](#)  
[Force volunteer webpage](#)

### **4.2.1 Current Performance**

As of December 2012 compared with the previous year:

#### **Local Policing**

- Total recorded crime has been reduced by 17% which equates to around 7,000 fewer victims of crime. This is also the largest overall reduction in crime across the 43 forces in England and Wales.
- Incidents of anti-social behaviour have been reduced by 33% which equates to over 13,000 fewer victims. Processes have now been introduced to identify and give priority to high risk and vulnerable callers.
- Criminal damage and vehicle crime combined have reduced by 23% - 3,000 fewer offences.
- Dwelling burglary incidents have been reduced by 14% - 305 fewer households.

#### **Protection from Serious Harm**

- The force has achieved a 39% reduction in Serious Violent Crime – 178 fewer victims

- The detection rate relating to domestic abuse stands at 54.2%, a decrease of 0.3%.
- Gwent Police have disrupted a significant amount of organised crime groups involved in the dealing of drugs
- Together with partners, the force has seized funds and assets obtained from criminality totalling over £239,847.

### **Value for Money and Productivity.**

- Since 2008 we have achieved efficiency savings of over £23m.

These figures reflect the continued emphasis on delivering a high quality service to the communities of Gwent.

### **Victim Satisfaction**

Satisfaction amongst victims of crime with the service they have received is a key measurement for myself and the force, as it highlights areas where victim services can be improved.

- The overall service provided to victims of antisocial behaviour has improved to an 80% satisfaction rate.
- There has been a 6.5% increase in the number of people who thought the force understood the issues that affected their communities (71%).
- There has also been a 5.1% increase in the number of people who thought the force was dealing with those issues (59.5%).
- Those who thought the force was doing a good job has increased by 6.7% to 56.8% (Crime Survey for England and Wales).

I will work with the Chief Constable and partners to develop my victim strategy to ensure that they are at the heart of everything we do.

### **Public Satisfaction**

In September 2012, the British Crime Survey recorded public satisfaction in Gwent at 53%, showing a 5% decrease from the previous year.

It is disappointing to note that, at a time when the force is showing the greatest reduction in recorded crime in the country, levels of confidence in the force has fallen over the last year. There may be a number of factors which have influenced this. I have made it clear to the Chief Constable that I will expect to see an improvement in this area over the period of this plan and will work with her to develop a suitable approach to improving the public's confidence in the police in Gwent.

### **Hold the Chief Constable to Account for Performance**

The Chief Constable will be monitored via the force delivery plan against the priorities set out in the police and crime plan, the results of which will be reported via a robust performance framework.

### **4.3 Reviewing the Plan**

As Commissioner, I may issue variations to this plan at any time, and will keep it under review, particularly in light of any recommendations made by the Police and Crime Panel or the annual report, or any changes made to the Strategic Policing Requirement issued by the Secretary of State.

Similarly, changes may be made to the existing plan, or a new plan issued in light of any significant changes in:

- Police and crime objectives
- Local risks and threats
- Strategic partners or the wider community safety and criminal justice landscape; or
- The political, economic, social or physical environment.

As a minimum, however, the plan will be reviewed on an annual basis to ensure that any recommendations on the Annual Report can be considered. The Chief Constable will be consulted on any proposed changes to the police and crime plan that may affect the delivery of the force plan.

The Annual Report is the method by which I will review and report on progress in delivering the Police and Crime Plan each year. This will be produced within each financial year, and will detail how I have fulfilled my statutory duties, and the progress that has been made in meeting the police and crime objectives.

I will present the Annual Report to the Police and Crime Panel at a public meeting, and answer any questions they may have on the report. I will respond to any report or recommendations made by the Panel, and publish that response in addition to publishing the finalised Annual Report.

## **5. GOVERNANCE**

To promote the integrity of the decision-making process, I will publish all decisions of significant public interest or where there is a legal requirement to do so. This will provide you with an opportunity to scrutinise how I discharge my responsibilities and ensure that I am acting in the best interests of the people of Gwent.

[Link to Manual of Governance](#)

As Commissioner, I am required to publish certain information to provide greater transparency around the operation and business of the Office of the Police and Crime Commissioner. This will be published on our website as per the timescales laid out in legislation, and relates to:

- Staff of the Office of the Police and Crime Commissioner
- Income and expenditure
- Property
- Public meetings
- Policies
- Crime and disorder reports received from related bodies

- The Independent Custody Visiting Scheme.

[Link to OPCC Website: Specified Information Order](#)

## **5.1 Upholding Standards**

As the Police and Crime Commissioner, the Policing Protocol Order 2011 requires me to monitor complaints and ensure that they are dealt with effectively and fairly by the appropriate body. I will act as the Appropriate Authority for complaints and conduct matters, including non-criminal complaints concerning the Chief Constable. I will also have the power to direct the Chief Constable to comply with her obligations in regards to complaints.

The Police and Crime Panel will be the Appropriate Authority for complaints concerning my conduct as Police and Crime Commissioner and that of my Deputy. However, in encouraging an open and transparent monitoring framework, I will publish a statement about the policies and conduct of both myself, and my deputy Police and Crime Commissioner. Both my Deputy and I have signed a voluntary Code of Conduct which sets a base line for conduct.

I have a duty to remain informed of complaints and conduct matters of those officers and staff working directly for the Chief Constable. I have agreed a protocol for dip sampling of complaints and will monitor performance as part of my duty to hold the Chief Constable to account.

[Link to PCC Complaints Information](#)  
[Link to Code of Conduct](#)

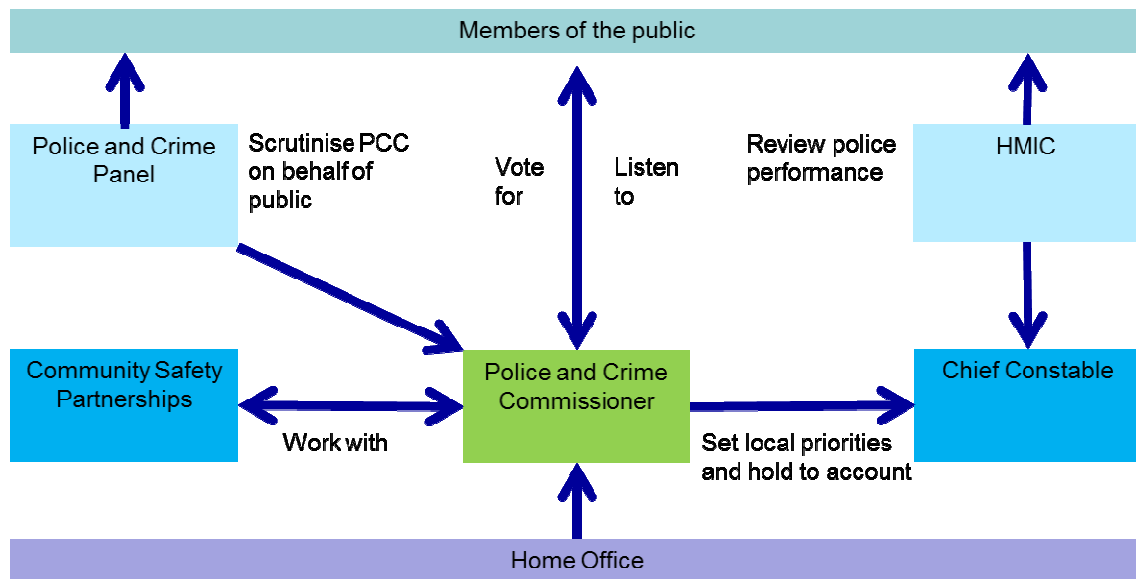
All serious complaints will be referred to and dealt with by the Independent Police Complaints Commission (IPCC). The IPCC will deal with any complaints or conduct matters that involve an allegation of criminal behaviour by a relevant office holder.

Complaints about myself and/or the Deputy should be directed to the Police and Crime Panel.

## **6. SCRUTINY**

### **6.1 Police and Crime Panel**

As Police and Crime Commissioner, I will be held to account by you and by a local Police and Crime Panel made up of councillors and independent members. The function of the Panel is to promote openness in the transaction of police business and also to support me in my role as Commissioner, in the effective exercise of my functions. A diagram of accountability is set out here:



The Police and Crime Panel is also responsible for complaints about my conduct when carrying out my role as Commissioner.

The Police and Crime Panel is hosted and supported by Caerphilly County Borough Council. Meeting arrangements are in place to ensure the effective undertaking of this role by the Panel.

Link to [Gwent Police and Crime Panel](#)

## 6.2 Audit

The Joint Audit Committee, held with the Chief Constable, provides comments, advice and assurance on matters relating to the business of the Office of the Police and Crime Commissioner and the force. The Committee is made up of five independent members and will meet up to four times a year. It will provide the resulting information to both the myself and the Chief Constable.

An Internal Auditor has been appointed to ensure that the financial business of the organisation is being conducted appropriately. Results of audit activity will be reported to me as per the agreed timescales.

The sole external auditor is the Wales Audit Office (WAO).

Her Majesty's Inspectorate of Constabulary (HMIC) and the IPCC can also provide external assistance and guidance to me in discharging my functions as Police and Crime Commissioner.

In addition, Gwent Police is subject to a number of external inspections and reviews by external bodies, as part of a national programme, as well as internal scrutiny. I will be monitoring the recommendations from these regulators and where relevant holding the Chief Constable to account for the implementation of recommendations.



## **7. RESOURCES AND COMMISSIONING**

### **7.1 Resources**

#### **7.1.1 Funding Projections**

The 2013/14 budget setting round addresses the third year of the current Comprehensive Spending Review (CSR). During the 4 year CSR period (2011/12 to 2014/15), the organisation will experience a 15.5% reduction in Core Central Government Funding (received from the Home Office and Welsh Government). The 2013/14 effect is a reduction of 1.6%. Forecasting beyond the current CSR period, during 2015/16 and 2016/17 a further 2.5% reduction in Core Central Government Funding is expected.

The Council Tax Precept (Band D equivalent) will increase by 2.66% in 2013/14 to £198.23. Furthermore, the Council Tax Base (i.e. the band D equivalent of the number of properties upon which Council Tax Precept is levied) is estimated to increase by 0.30% in 2013/14. Therefore the total increase in council tax collected will be 2.97% on 2013/14. For the remaining duration of this plan, from 2014/15 onwards, precept is expected to grow by 2.66% per annum and the base by 0.88% per annum (allowing for the one-off impact in 2013/14 of the Council Tax Support Scheme).

As part of the CSR announcements in 2010, the Home Office confirmed that in future there will be fewer grants, and to that end, in 2011/12 began the absorption of previously standalone specific grants into Core Central Government Funding. This policy continues into 2013/14, with Home Office Community Support Officer (CSO) grant becoming absorbed into Core Central Government Funding and the Drug Intervention Programme Grant (testing on arrest) removed in its entirety. A small number of specific grants will remain outside the Core Central Government Funding.

The following grants previously given directly to organisations outside the force will be received and administered by me from 2012/13:

- Youth Offending Teams (YOTS - Early Intervention);
- Community Safety Fund (CSF) (from 2013/14 onwards);
- Drug Intervention Programme (DIP - wider intervention and management of re-offenders) (from 2013/14 onwards);
- Victims' Services (from 2014/15 onwards).

The timing, longevity and governance of the above grants will be determined during 2013/14.

The Home Office have provisionally confirmed the level of capital funding for 2013/14 and this forms the basis of the draft Capital Programme for 2013/14.

#### **7.1.2 Expenditure Projections**

The current Medium Term Financial Projections (MTFPs) indicate a recurring budgetary imbalance for the 2013/14 financial year of £2.325m, which will be covered by efficiency savings. Projecting forward, this situation culminates in a recurring budgetary imbalance at the end of the current CSR period (2014/15) of £6.080m, again to be covered by

efficiency schemes. With 2013/14 being the third year of the current CSR, and coupled with the need to produce a 4 year Police and Crime Plan, the MTFP has been extended to forecast to 2016/17, in which a recurring budgetary imbalance (excluding efficiencies) of £12.723m is expected.

### **7.1.3 Efficiency & Productivity Improvements**

Throughout the current CSR period and beyond, the requirement to deliver future financial efficiencies and budget reductions surpasses the scale of work undertaken by Phases 1 to 5 of the original 2011 Review: Staying Ahead. Phase 6 of the Staying Ahead Programme was therefore initiated at the commencement of the 2011/12 financial year, to deliver the £24.170m of savings originally forecast to be achieved by the end of the current CSR period. Revision of the financial projections in the intervening years and the extension of the MTFP to 2016/17 increases the efficiency target required to meet the budgetary deficit to £30.143m by 2016/17.

To date, efficiency schemes totalling £25.061m have been identified to address this target budgetary shortfall, leaving £5.082m yet to be identified. Of the £25.061m of identified schemes, £7.940m were delivered in 2011/12 with a further £9.480m currently being delivered during 2012/13. £1.939m of schemes are planned for 2013/14, £3.174m for 2014/15, £2.006m for 2015/16 and £0.522m for 2016/17.

The key efficiency strategies and methodologies employed to deliver the savings are:

- Embedding a culture of 'Continuous Improvement';
- Collaboration with other forces and public bodies;
- Investment in technology;
- Process re-engineering and removing 'waste'; and
- Aligning resources to demand to meet customer requirements.

### **7.1.4 Value for Money**

The WAO, as external auditors, have a statutory duty to report annually upon the arrangements for securing economy, efficiency and effectiveness in the use of resources, i.e. have they demonstrated value for money.

The criteria for assessing the arrangements for securing value for money are provided below:

- Establishing objectives, determining policy and decision making;
- Meeting the needs of users, stakeholders and the local population;
- Monitoring and reviewing performance;
- Compliance with established policies;
- Operational and financial risks;
- Managing financial and other resources; and
- Proper standards of conduct etc.

Through applying the above criteria to the Authority's affairs during 2011/12, the appointed external auditor of the WAO concluded that 'I am satisfied as to the existence of the arrangements that the Authority had in place during the year to properly support

the achievement of its responsibility to secure economy, efficiency and effectiveness in its use of resources.’ At this stage in the 2012/13 financial year, there is no indication that the same positive assurance statement will not be forthcoming this financial year.

### 7.1.5 2013/14 Budget

The tables below show the funding of the revenue and capital budgets for 2013/14, together with a comparison to the 2012/13 budget:

<b>Revenue Budget</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>Narrative for 2013/14</b>
<b>Funding Source</b>			
General Police Grant	44,676	47,068*	‘Formula Grant’ - Home Office (HO)
Revenue Support Grant	16,202	15,853	Welsh Government (WG)
National Non-Domestic Rates	16,759	16,398	Business rates
Council Tax Precept	39,816	40,997	Gwent home occupiers
<b>Sub-Total</b>	<b>117,453</b>	<b>120,316</b>	<b>To fund Net Revenue Expenditure</b>
Income	4,004	3,990	Interest, firearms licensing, etc.
Specific Grants (HO)	3,457	263	Counter terrorism and capital
Specific Grants (WG)	4,365	4,446	CSOs, Schools Liaison, etc.
Community Safety Fund	0	1,369*	PCC Commissioning monies
<b>Total</b>	<b>129,279</b>	<b>130,384</b>	<b>To fund Gross Revenue Expenditure</b>
<b>Expenditure</b>			
Police Officers	73,145	71,182	1,370 wtes
Police Staff	25,214	24,351	711 wtes
HO & Partner CSOs	4,799	4,714	145 wtes
WG CSOs	2,905	3,120	101 wtes
Other Employee Related	2,155	2,131	Training, pensions and medical
Non-Pay	21,061	24,886	Supplies, services, estate, fleet, etc.
<b>Total</b>	<b>129,279</b>	<b>130,384</b>	<b>Gross Revenue Expenditure</b>

\*offset by reductions in Specific Grants

<b>Capital Budget</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>Narrative for 2013/14</b>
<b>Funding Source</b>			
Capital Grant	1,157	1,037	HO
Capital Receipts	1,087	680	Sales of premises
Reserves	1,755	9,579	Specific set-aside reserves
<b>Total</b>	<b>3,999</b>	<b>11,296</b>	
<b>Expenditure</b>			
Estate	398	4,257	Maintenance and new premises
Fleet	1,608	1,515	Vehicle replacement programme
Information Systems	1,793	5,324	Investment in ICT technology
Other Projects and Schemes	200	200	
<b>Total</b>	<b>3,999</b>	<b>11,296</b>	

I will hold the Chief Constable to account via a quarterly financial report for the budget allocated for policing. These reports, and any other financial monitoring reports of public interest, will be published.

## **7.2 Commissioning**

Over the coming year, I will develop a Commissioning Strategy and with partners will establish a Commissioning Board to ensure the communities of Gwent are provided with efficient and effective services. The Board will commission a unified needs assessment based on the work undertaken at local authority level as part of the Single Integrated Plan process. This will identify commissioning outcomes for my consideration during the summer of 2013, following which the Strategy will be published. Money received will be used to commission services to meet my police and crime priorities, including those that help prevent crime and ASB, tackle drugs, crime and antisocial behaviour, reduce re-offending, and improve community safety.

From 2014 I will be able to determine a wide range of local victims' services in Gwent. The needs of victims of crime will be at the centre of everything that I do.

I have already decided, as recorded on Decision Log number PCCG-2012-003, that I will continue to support the YOTs, the LSBs, and the DIP in Gwent via continuing funding I have received directly from the Home Office. The money provided will be subject to strict monitoring against agreed outcome-based criteria with each service provider to ensure Value for Money and effectiveness in the services delivered are met.

## **7.3 Contracts and Procurement**

The activities involved in making the expenditure related to the acquisition of goods and services required by Gwent Police in support of its policing objectives are managed centrally by its Contracts and Procurement Department. The Office of the Police and Crime Commissioner has abided by the principles of the All-Wales Procurement Strategy.

## **7.4 Challenges**

2013-2017 will continue to be a challenge for me in my role as Police and Crime Commissioner, with significant financial savings to be achieved, while continuing to drive down crime and ASB. However, I will continue to design and deliver police services in the most efficient and effective way possible, aiming constantly to improve the service provided to the public. As Commissioner, I will work hard to ensure that I achieve value for money, and I will continue to work with the Chief Constable to review the force's systems and processes to identify where savings can be made to most effectively meet the demands of policing Gwent.

Delivering the right services to local people and ensuring that the workforce remains effective and productive during this time of substantial change requires accurate forecasting and workforce planning. Through the force change programme, the 'Staying Ahead' review, and many other initiatives I believe that the force can respond to challenges, both expected and unexpected in the coming years. I will hold the Chief

Constable to account for progress against identified savings as part of the Staying ahead governance arrangements and as part of my regular budget monitoring.

I will continue to review existing force strategies, for example, Estates, Procurement, Budget, Staying Ahead and Engagement, to ensure they support my vision and values to deliver an efficient and effective police service which meets the needs of the people of Gwent.

I will also work with colleagues in other police services, nationally and regionally, to identify further opportunities to work together to make further savings whilst safeguarding service delivery. I will continue working with the wide variety of our local and regional partners to identify opportunities to bring aspects of our services together to provide better value for money and enhance the service to our communities.

Further, as Police and Crime Commissioner, I will remain focused on continuous improvement to increase the time spent by police officers on frontline duties and make best use of staff time.

## PROGRAMME OF WORK

	PROGRAMME	TIMESCALE			
		2013/14	2014/15	2015/16	2016/17
1	Victims at heart – 1,2,3,4	√	√	√	√
2	Listening to people in our communities – 1,2,3,4	√	√	√	√
3	Improving public confidence – 1,2,3,4,5	√	√	√	√
4	Staff morale – 1,2,3,4,5	√	√	√	√
5	Prevent crime and disorder and anti-social behaviour – 1,2,3,4	√	√	√	√
6	Continuing review of on-going force strategies (non-operational) – 1,2,3,4,5	√	√	√	√
7	PACT review – 1,2,3,4	√	√		
8	Effective partnership working for improved delivery of community safety initiatives – 1,2,3,4,5	√	√	√	√
9	Use of speed devices – 3,5	√			
10	Collaboration – 2,3,4,5	√	√	√	√
11	Robust commissioning model – 1,2,3,4	√	√	√	√
12	Non-privatisation of core policing - 1	√	√	√	√

These work areas are supplemental to the statutory duties placed on the Commissioner by the Police Reform and Social Responsibility Act 2011.

## **FIND OUT MORE**

The Gwent Police and Crime Commissioner's website  
<http://www.gwent.pcc.police.uk/>

The Home Office Police and Crime Commissioner pages  
[www.homeoffice.gov.uk/police](http://www.homeoffice.gov.uk/police)

Police Reform and Social Responsibility Act  
[www.legislation.gov.uk/ukpga](http://www.legislation.gov.uk/ukpga)

Policing Protocol  
[www.homeoffice.gov.uk/publications/police](http://www.homeoffice.gov.uk/publications/police)

The Shadow Strategic Policing Requirement  
[www.homeoffice.gov.uk/publications/police/pcc](http://www.homeoffice.gov.uk/publications/police/pcc)

Association of Chief Police Officers  
[www.acpo.police.uk](http://www.acpo.police.uk)

Association of Police and Crime Commissioners  
<http://www.apccs.police.uk/page/About%20the%20APCCS>

HMIC Crime and Policing Comparator  
[www.hmic.gov.uk/crime-and-policing-comparator](http://www.hmic.gov.uk/crime-and-policing-comparator)

Independent Police Complaints Commission  
[www.ipcc.gov.uk](http://www.ipcc.gov.uk)

National Policing Improvement Agency  
[www.npia.police.uk](http://www.npia.police.uk)

Street Level Crime Data  
[www.police.uk](http://www.police.uk)

CrimeReports  
[www.crimereports.co.uk](http://www.crimereports.co.uk)