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Ystrad Mynach
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**Gwent Police
and Crime Panel**

**Panel Heddlu
α Throseddu Gwent**

For all enquiries relating to this agenda please contact
Helen Morgan (Tel. 01443 864267; Email: morgah@caerphilly.gov.uk)

Date: 6th February 2013

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at **Penallta House (Sirhowy Room), Tredomen Park, Ystrad Mynach** on **Friday 15th February 2013 at 9.30am** to consider the matters contained in the following agenda.

A G E N D A

1. Declarations of Interest.
2. Apologies for Absence.
3. To receive and note the minutes of the meeting held on 11th January 2013 (copy attached).
4. The Commissioner's Draft Police and Crime Plan (copy attached).
5. Community Engagement Strategy (copy attached).
6. The Gwent Police and Crime Panel's Draft Complaints Procedure (copy attached).
7. Proposed Working Agreement with the Audit Committee (verbal).

MEMBERSHIP:

Blaenau Gwent County Borough Council - Councillors M.J. Bartlett and Mrs. K. Bender

Caerphilly County Borough Council - Councillors C.P. Mann and K.V. Reynolds

Torfaen County Borough Council - Councillors L. Jones and P. Seabourne

Monmouthshire County Council - Councillors P. Clarke and Mrs. F. Taylor

Newport City Council - Councillors J. Guy and I. Hayat

Co-opted Members - Ms V. Cox-Wall, Mr. P. Nuttall

By invitation

Gwent Police and Crime Commissioner - Mr. I. Johnston

Office of the Gwent Police and Crime Commissioner - Ms S. Bosson

For Information

Chief Constable - Ms. C. Napier

GWENT POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON FRIDAY 11TH JANUARY 2013 AT 9.30AM

Present:

Councillor J. Guy - Newport City Council - Chairman
Councillor K.V. Reynolds - Caerphilly County Borough Council - Vice Chairman

Councillors M.J. Bartlett and Mrs. K. Bender - Blaenau Gwent County Borough Council
Councillor C.P. Mann - Caerphilly County Borough Council
Councillor P. Seabourne - Torfaen County Borough Council
Councillors P. Clarke and Mrs. F. Taylor - Monmouthshire County Council
Co-opted Members - Ms V. Cox-Wall and Mr. P. Nuttall

Also Present:

Gwent Police and Crime Commissioner - Mr. I. Johnston
Chief Executive to the Police and Crime Commissioner - Ms S. Bosson
Neil Phillips - Treasure and Deputy Chief Executive to the Police and Crime Commissioner
Chief Constable - Ms. C. Napier
Darren Garwood - Head of Finance and Business Support - Gwent Police

Together with:

J. Jones (Democratic Services Manager), H. Morgan (Clerk to the Panel)

1. DECLARATIONS OF INTEREST

Councillor Guy declared an interest in the item regarding the proposed Gwent Police precept 2013/14 as the Treasurer of Newport Neighbourhood Watch Association and Treasurer of Gwent Neighbourhood Watch Association.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors L. Jones and I. Hayat and D. Perkins (Head of Legal and Governance).

3. MINUTES - 7TH DECEMBER 2012

The minutes of the meeting held on 7th December 2012 were received and confirmed as a correct record. There were no matters arising

4. REPORT ON THE PROPOSED APPOINTMENT OF THE DEPUTY POLICE AND CRIME COMMISSIONER FOR GWENT

Mr. I. Johnston advised the Panel of the reasons he had announced that he would be appointing Paul Harris to the role of Deputy Police and Crime Commissioner for Gwent and gave a brief overview of both reasons for his selection. He then left the table and sat in the public gallery.

Members were advised that in accordance with the requirement of the Police Reform and Social Responsibility Act 2011 the Panel is required to hold a public confirmation hearing to review the proposed senior appointment and make a report to the Commissioner. Mr. Harris was present for that purpose.

There then followed detailed discussions during which a number of questions were asked to Mr. Harris in order that the Panel could consider his responses and determine his suitability against the roles person specification criteria (namely experience and qualifications, skills, knowledge and competence qualities).

At the conclusion of the question and answers session the Panel adjourned for a short recess to enable them to reflect on the information they had received from Mr. Harris.

On reconvening the Panel voted to endorse the proposed appointment of Mr. Paul Harris as Deputy Police and Crime Commissioner for Gwent.

5. PROPOSED GWENT POLICE PRECEPT 2013/14

The Commissioner made reference to the tight timescales for the preparation of the budget and he acknowledged the role played by members of the former Gwent Police Authority and the Police Authority in developing the document, which has been completed in collaboration with the Chief Constable.

The Panel then considered the detailed report and appendices which outlined the proposed budget for 2013/14 and Mr. Neil Phillips (Treasure and Deputy Chief Executive to the Police and Crime Commissioner) outlined their content and highlighted the key issues contained therein. He referred to the proposed increase in light of the provisional grant settlements from the Home Office and Welsh Government, service pressures and areas of budget growth, savings targets for 2013/14 and beyond and the impact of any increase in the precept.

The Panel held a full debate and Messrs. Neil Phillips (Treasure and Deputy Chief Executive to the Police and Crime Commissioner) and Darren Garwood (Head of Finance and Business Support - Gwent Police) responded to a number of questions that were raised.

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

On reconvening the Panel voted to endorse the proposed precept increase of 2.66% for 2013/14. It was requested that the Panel have more involvement in the financial process, including the development of the budget and that arrangements be put in place to enable the Panel to work more closely with the Commissioner's Audit Committee. The Commissioner confirmed that he would ensure that this would be the case.

The meeting closed at 1pm

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Police & Crime Plan

DATE: 15th February 2013

TIMING: The Panel are asked to consider the draft Police & Crime Plan and provide a report or recommendations in response to enable the plan to be translated and issued at the latest by the 31st March 2013.

PURPOSE: Submission for Police and Crime Panel

1.	<p><u>RECOMMENDATION</u> That the Police and Crime Panel review the draft Police & Crime Plan and report any recommendations they might have on the draft plan to the Police and Crime Commissioner.</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u> The police and social responsibility Act 2012 requires the Commissioner to issue as soon as possible within the financial year following the election, a police and crime plan. When issuing the plan, the Commissioner must have regard to the Strategic Policing Requirement (SPR), which is set by the Home Secretary and covers issues such as terrorism, civil emergencies, cyber-crime, serious and organised crime and public order.</p> <p>The police and crime plan sets out, for the planning period:</p> <ul style="list-style-type: none"> • the Commissioner’s police and crime objectives; • the policing of Gwent that the chief constable will provide; • the financial and other resources the Commissioner is to provide to the chief constable; • how the chief constable will report their provision of policing to the Commissioner; • how the chief constable’s performance in provision of services will be measured; • the crime and disorder reduction grants the Commissioner will make and any relevant conditions attached. <p>The plan has been developed in consultation with the Chief Constable, key stakeholders and the community (see pages 8-9).</p> <p>Both the Commissioner and the Chief Constable must have regard to the plan when carrying out their functions.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <ul style="list-style-type: none"> • Section 28(3) of the Police Reform and Social Responsibility Act 2011 requires that the Police and Crime Panel must review the draft Police and Crime and make a report or recommendations on the draft plan. • The plan must be published before the end of the financial year, therefore an early response from the panel would be helpful to enable the document to be translated into welsh and published via the Commissioners website. • The commissioner is currently considering the various methods of publication, the primary one being via the web. He would welcome views from the panel in relation to other opportunities and ways of publishing the plan and getting the message out to the community in relation to his priorities.

4.	<p><u>NEXT STEPS</u></p> <p>The Commissioner will have regard to the Panel's report and any recommendations it contains. He will provide a response to the panel via a decision log, which will be published on the Commissioners website prior to issuing the plan no later than 31st March 2013.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>Production costs will vary depending on the method required by the Commissioner. E (electronic) format is the least costly option as the web-based version will be produced in house. The plan will at a minimum be translated at a cost of approximately £850.00). Other formats will be provided on request.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>There are no specific personnel considerations relating to the content of this report.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>S 5 of the Police and Social Responsibility Act 2013 requires the Commissioner to issue a Police and Crime Plan.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This project/proposal 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><u>RISK</u></p> <p>Risk is assessed as low.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This is a public facing document which informs the community of the Commissioners intentions for policing in Gwent. It is therefore a primary source document by which the Commissioner will be held to account by the panel.</p> <p>It is also a key document for consideration by 'stakeholders' who will have an interest and possible input to the Commissioners priority related activity.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Shelley Bosson, Chief Executive and Neil Taylor, Senior Policy Manager</p>
12.	<p><u>ANNEXES</u></p> <p>(Draft) Gwent Police and Crime Commissioner, Police and Crime Plan 2013 -17.</p>

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**

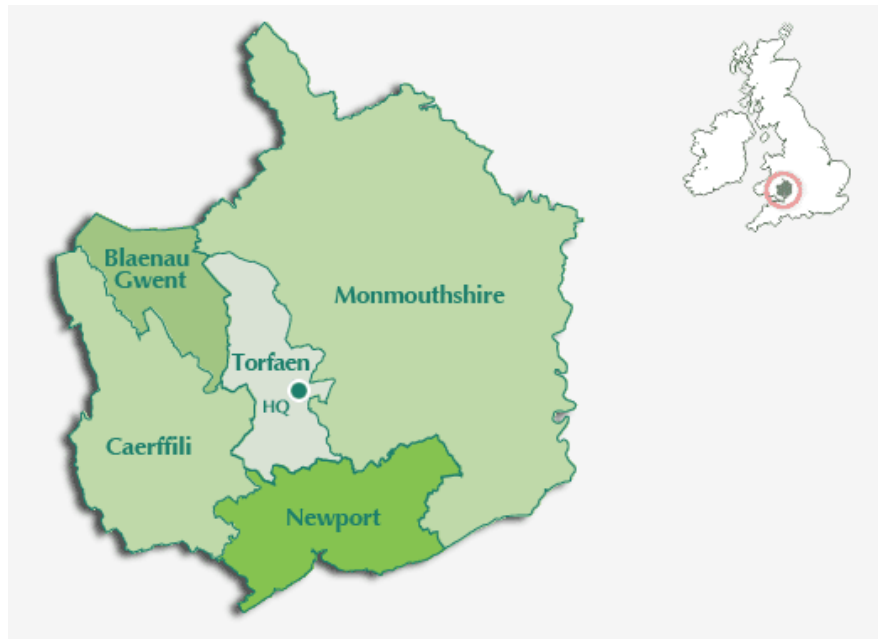
I fully support the Chief Constable's mission for Gwent Police to be in the top ten police forces by 2016 and through my priorities, we will work together and with others to ensure the delivery of a high quality policing service to the communities of Gwent.

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 increased¹ 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.

¹ 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 31st 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 2016².

[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.

² 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"> • <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> • <i>To increase the satisfaction of victims of crime and anti-social behaviour with the service they have received from the police.</i>
Actions	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • work with victims and staff to develop our victim services plan. • continue to develop the way in which we keep people informed about the action we take in response to their concerns.
	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> • <i>put victims at the heart of everything we do</i> • <i>listen to and engage with the community about the police service they require and receive</i>

To reduce and prevent crime

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

	<p><i>The Commissioner will:</i></p> <ul style="list-style-type: none"> • <i>work with partners to support victims and communities</i> • <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> • <i>work with partners to develop a joint approach to restorative justice to reduce the likelihood of further offending</i> • <i>work with partners to divert people from offending behaviour that may lead them entering the criminal justice system</i> • <i>work with partners to provide services to help divert offenders from substance abuse</i>
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To reduce incidents of ASB

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

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

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	<i>Increase productivity and best use of policing services</i>
To achieve this:	<p>Gwent Police will:</p> <ul style="list-style-type: none"> • reduce costs by re-designing services to work more efficiently and work to reduce the demand on those services • promote an attitude of continuous improvement within the police force • seek to collaborate with other police forces and other

	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"> • <i>prioritise the budget to ensure the commissioning of services that support the police in meeting the priority requirements.</i>

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

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](#)

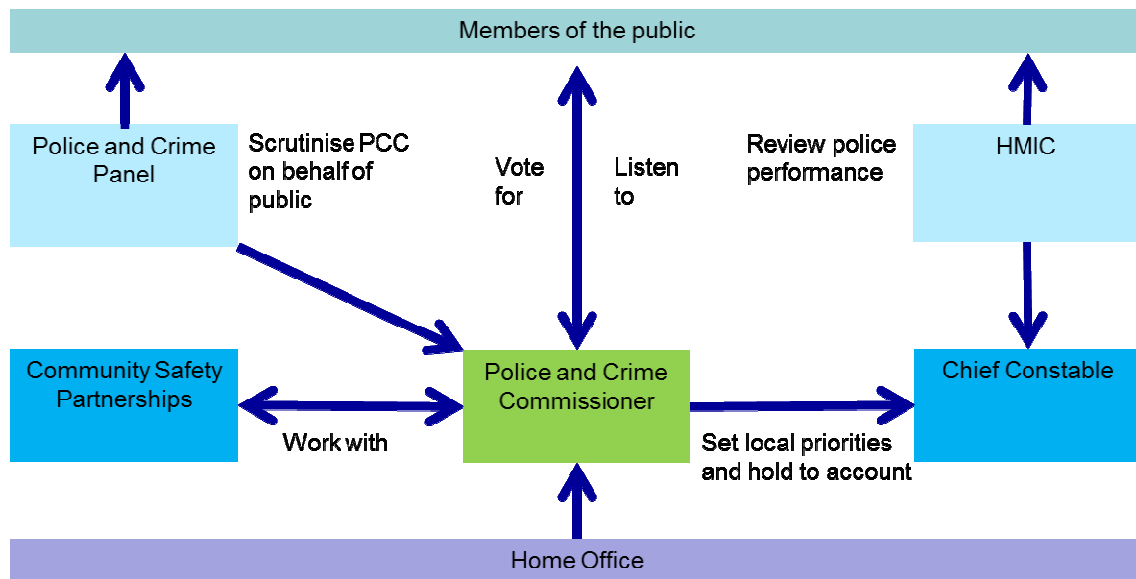
All serious complaints will be referred to and dealt with by the Independent Police Complaints Commission (IPCC). The IPCC will deal with any complaints or conduct matters that involve an allegation of criminal behaviour by a relevant office holder.

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:

Revenue Budget	2012/13 £'000	2013/14 £'000	Narrative for 2013/14
Funding Source			
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
Sub-Total	117,453	120,316	To fund Net Revenue Expenditure
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
Total	129,279	130,384	To fund Gross Revenue Expenditure
Expenditure			
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.
Total	129,279	130,384	Gross Revenue Expenditure

*offset by reductions in Specific Grants

Capital Budget	2012/13 £'000	2013/14 £'000	Narrative for 2013/14
Funding Source			
Capital Grant	1,157	1,037	HO
Capital Receipts	1,087	680	Sales of premises
Reserves	1,755	9,579	Specific set-aside reserves
Total	3,999	11,296	
Expenditure			
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	
Total	3,999	11,296	

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

Police Reform and Social Responsibility Act
www.legislation.gov.uk/ukpga

Policing Protocol
www.homeoffice.gov.uk/publications/police

The Shadow Strategic Policing Requirement
www.homeoffice.gov.uk/publications/police/pcc

Association of Chief Police Officers
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

Independent Police Complaints Commission
www.ipcc.gov.uk

National Policing Improvement Agency
www.npia.police.uk

Street Level Crime Data
www.police.uk

CrimeReports
www.crimereports.co.uk

OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Community Engagement Strategy

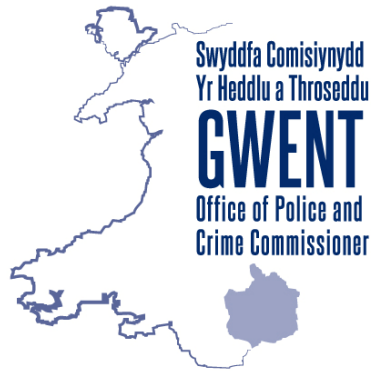
DATE: 8th February 2013

TIMING: Police and Crime panel 15th February 2013

PURPOSE: For Consideration by the Police and Crime Panel

1.	<p><u>RECOMMENDATION</u> The police and crime panel are provided with this report and attached strategy for their consideration as part of their support and challenge role in holding the Police and Crime Commissioner to account.</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u> S 14 of the Police and Crime act 2012 sets out the requirements placed on the Commissioner to make arrangements for obtaining the views of the community on policing. S 34 of the same act requires the Chief Constable to make arrangements for obtaining the views of persons in neighbourhoods about crime and disorder and s8 of the act requires the commissioner to hold the chief constable to account for the effectiveness and efficiency of those arrangements.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u> The Commissioner and Chief Constable have agreed to a joint community engagement strategy a copy of which is attached at Appendix 1. Appendix 2 provides details of the methods of engagement to be used and appendix 3 is a resume of the types of engagement undertaken since the Commissioner came into office. (Decision log PCCG -2012/031)</p>
4.	<p><u>NEXT STEPS</u> The Panel is asked to consider the joint community engagement strategy and appendices attached to this report.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u> There are costs involved in engaging with the community but these are generally covered from within existing resources</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u> There are no particular personnel issues to be addressed as part of this report.</p>
7.	<p><u>LEGAL IMPLICATIONS</u> Engagement with the community is the Gwent force area by the Commissioner is a legal responsibility.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u> In developing the Community Engagement Strategy the Commissioner has been mindful of the requirement to engage in future as widely as possible and with as diverse sections of the community as is possible. This project/proposal 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><u>RISK</u> Failure to engage meaningfully with the community would lead to a risk in confidence in the Commissioners ability to deliver his priorities in the Police and Crime plan.</p>
10.	<p><u>PUBLIC INTEREST</u> This document and appendices will be published on the panel website.</p>
11.	<p><u>CONTACT OFFICER</u> Shelley Bosson, Chief Executive and Neil Taylor, Senior Policy Manager</p>
12.	<p><u>ANNEXES</u> Appendix 1 Community Engagement Strategy Appendix 2 OPPC Engagement Methodology Appendix3 Examples of Engagement undertaken by the OPCC</p>



**OFFICE OF THE
POLICE AND CRIME COMMISSIONER
FOR GWENT**

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HEDDLU GWENT POLICE

COMMUNITY ENGAGEMENT STRATEGY 2013/2017

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We welcome your comments and suggestions on the content of this strategy. To provide feedback, or request an alternative format, please contact us at:

The Office of the Police and Crime Commissioner for Gwent,
Police Headquarters,
Cwmbran,
Croesyceiliog,
Cwmbran.
NP44 2XJ

Tel: 01633 642200

E-mail: Neil.Taylor@gwent.pnn.police.uk

Website: www.gwent.pcc.police.uk

1. What is community engagement?

Community engagement provides people with opportunities to have a greater say in how services are provided to them. It allows individuals an opportunity to become actively involved in decision making relating to local service provision.

For the Office of the Police and Crime Commissioner for Gwent (OPCC) and Gwent Police community engagement is about involving the community in the decisions that are made in relation to the police services that we provide for them.

2. Why we want to engage with the community

We recognise that we must continually strive to improve the ways in which we engage and consult with our communities.

The Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner for Gwent to obtain the views of the community, and in particular the views of victims of crime, about matters concerning policing in Gwent. In addition, the Commissioner is also required to obtain the views of local people and victims of crime before issuing the Police and Crime Plan and the police precept (the police part of local Council Tax).

While effective community engagement has always been a priority for us we will not become complacent. Our communities are diverse and we need to understand them and their police service requirements and expectations. We will continue to consult with our communities and take their views into account when we are deciding on the policing priorities for Gwent.

By working together, the OPCC and Gwent Police will continue to provide equality of service across Gwent, to achieve value for money outcomes with and for all our communities.

Our Community Engagement Strategy is based on the following key principles:

1. The views of local people are obtained and understood
2. The Commissioner and Gwent Police Force's decisions regarding long term policing priorities and the Police and Crime Plan are shaped by good quality information obtained through consultation.
3. Feedback is given on how issues raised through engagement via community consultation have been considered and acted upon.
4. The way in which consultation is used to inform our decisions will lead to an improvement in public confidence.

The Strategy is supported by the National Principles for Public Engagement in Wales (Appendix A), and a set of minimum engagement standards we will comply with (Appendix B).

It is important that we obtain the views of people from all sectors of our community on the priorities for policing and the service they expect from policing.

The main reasons the OPCC and Gwent Police looks to have effective engagement with the public in place is:

To increase participation, knowledge and co-operation – between the Commissioner, the Force and the community in relation to the prevention of crime and the police service provided.

To inform – local people of things that are relevant to them. Community engagement can increase the openness and transparency of the OPCC and Force thereby increasing accountability to the public.

To consult – through consultation we aim to involve people in the decisions that affect them so that services can be provided which are more responsive to local people and therefore satisfactory and efficient.

To work together – on an on-going basis, on a number of priority, policy and service matters.

3. How we will use and monitor engagement

The policing priorities for Gwent are set out in the Commissioner's Police and Crime Plan. This plan is informed by a variety of information sources, which includes community engagement findings.

The Commissioner holds the Chief Constable to account in relation to the policing priorities set out in the Police and Crime Plan to ensure the delivery of an efficient and effective service. Whilst the Commissioner has a duty to obtain the views of local people and victims of crime (as previously outlined in section 2), he is also required to hold the Chief Constable to account for the efficiency and effectiveness of their own arrangements for engaging with local people around crime and disorder.

To ensure on-going improvement in the policing service we provide, all engagement activity will continue to be monitored for information and progress via an internal strategic group, the 'Gwent Engagement Forum'. The officers of the OPCC and Force who make up this group, will be responsible for the progress of an action plan that has been devised to support the requirements of this strategy.

The Gwent Engagement Forum will also monitor all new community engagement initiatives. Recognised 'Good Practice' will be recorded and reported back to the Forum for inclusion in an internal Engagement 'Toolkit'. This will ensure a corporate

approach, quality assurance and value for money for all engagement activity carried out jointly by the Force and OPCC.

The Gwent Engagement Forum will be responsible for reporting to the OPCC on a six monthly basis, to provide for consideration of the Commissioner's requirements in any further decision-making processes relating to engagement and police service provision.

4. How we will engage with the community?

The current approaches the OPCC and the Force use to engage with the public are outlined in Appendix C. However, we are continuously striving for innovative ways of communicating with members of our communities.

Four key approaches of community engagement:

The OPCC and Gwent Police will work towards achieving the following four levels of community engagement, and will work closely with partner agencies, to achieve this.

Individual – We will seek engagement on an individual level in order to develop networks essential to understanding and meeting the expectations of our communities, especially victims.

Neighbourhood - We will further enhance engagement with our communities via Neighbourhood Policing Teams, by the development of PACT (Partners and Communities Together) and Key Individual Networks, to identify and problem-solve local issues.

Local Policing Area –We will participate in engagement activity with local communities in partnership with Community Safety Partnerships and other partnerships or organisations.

Strategic – We will continue to engage on a force, regional and national level via the centrally based joint functions and the development of a collaborative programme of activity.

5. Engagement Programme

There are a number of statutory responsibilities that require consultation to be undertaken during a specified timeframe, namely:

- a. Setting police and crime priorities through the publication of the Police and Crime Plan
- b. Setting the police precept and budget.

The OPCC and Force runs an annual engagement programme (Appendix C) that runs from January to December each year, culminating in an end of year report which is used in the strategic planning process for the Police and Crime Plan.

As this is a living document, it may be subject to change at any time. Further details are available on the Meetings and Engagement pages of our website www.gwent.pcc.police.uk.

6. Methods of engagement

The OPCC and Gwent Police use a wide range of methods to engage with local communities. To ensure that engagement is meaningful and effective, an Engagement Toolkit has been created. This provides a range of options for officers and other staff involved in community engagement activity and takes into consideration the diverse engagement requirements of Gwent's communities. Further information on the engagement methods used is available at Appendix C.

Appendix A

National Principles for Public Engagement in Wales

- 1. Engagement is effectively designed to make a difference**
Engagement gives a real chance to influence policy, service design and delivery from an early stage.
- 2. Encourage and enable everyone affected to be involved, if they so choose**
The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.
- 3. Engagement is planned and delivered in a timely and appropriate way**
The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale, and the most suitable method/s for those involved is used.
- 4. Work with relevant partner organisations**
Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.
- 5. The information provided will be jargon free, appropriate and understandable.**
People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.
- 6. Make it easier for people to take part**
People can engage easily because any barriers for different groups of people are identified and addressed.
- 7. Enable people to take part effectively**
Engagement processes should try to develop the skills, knowledge and confidence of all participants.
- 8. Engagement is given the right resources and support to be effective**
Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.
- 9. People are told the impact of their contribution**
Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.
- 10. Learn and share lessons to improve the process of engagement**
People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation; lessons should be shared and applied in future engagements.

Produced under the guidance of Participation Cymru Advisory Panel.
Endorsed by The First Minister of Wales, The Right Hon. Carwyn Jones
AM on behalf of the Welsh Assembly Government.

Further guidance on the National Principles can be found at

www.participationcymru.org.uk

March 2011

Appendix B

Community Engagement Standards

These are the minimum standards you can expect from us when we are engaging with you to improve services for you or when we are finding out your views.

INFORMATION - We will:

- Give you enough information, and enough time to get involved if you want to.
- Let you know what difference you can make.
- Give you information that is easy to understand
- Take care to keep your details confidential.

RESPECT - We will:

- Challenge all forms of discrimination.
- Listen to your ideas, views and experience.
- Take you seriously and treat you fairly.
- Respect your opinions.

WHERE THERE IS AN OPPORTUNITY FOR YOU TO INFLUENCE - We will:

- Make the most of what you tell us.
- Work to let everyone have a chance to get their voice heard.
- Work with you and our partners to recognize and consider the things you tell us are important or the things you feel we are doing well.
- Provide a range of opportunities and a welcome environment to get involved.
- Make opportunities for you to talk about issues you feel are important on a continuous basis.

FEEDBACK – We will:

- Let you know what difference you have made and how your ideas have been used.
- Keep you up to date with what is happening.
- Give feedback as soon as possible and in ways that are easy to understand for everyone.

CONSIDERING YOUR VIEWS - We will:

- Ask you what we can do better and use your views to inform our work.
- Work with you to help change things for the better.
- Make sure your views are considered in decision-making.
- Be honest with you about what can and cannot be changed
- Try to learn and improve the way we work with you.

Appendix C

Engagement Programme

When and who do we consult?

Activities, Information Sources, Feedback Mechanisms			
When?	How?	Who?	How Many?
Daily	Twitter and Facebook communication	Anyone with access to the Internet.	8,600 “followers” on twitter 12,000 “likes” to the Gwent Police Facebook page
	Traditional media such as newspaper articles, press releases, TV and radio programmes.	Anyone with access to the Internet or who buys newspapers, watches TV or listens to the radio.	Gwent Police features approximately 15 times per day across these media.
	Website communication	Anyone with access to the internet.	There are on average 1,200 visits per day to our customer and corporate websites.
Weekly	Local PACT meetings, police surgeries, mobile stations etc	Anyone who can attend a meeting in their locality	Nnnnn meetings or nnnnn people per week
Monthly	OWL	Anyone with access to the internet	Approx nnnn contacts
	Complaints and compliments information	Anyone who contacts Gwent Police or the office of the Police and Crime Commissioner directly	
	Performance data	Anyone with access to the internet	

Quarterly	Results from Gwent User Satisfaction Survey (received in July, October, January and May)	Victims of certain crimes and incidents across Gwent	Approx 650 victims per quarter
	Results from Local New Pathways Surveys	Victims of certain crimes and incidents across Gwent.	Approx nnnn victims per quarter
	Results from the Welsh Government's National Survey for Wales	Residents of Gwent	Approx 165 Gwent residents per quarter
	Crime Survey for England and Wales (previously British Crime Survey)	Residents of Gwent	Approx 250 Gwent residents per quarter
	PCC-specific requirement relating to Police and Crime Plan/Precept/victims	Residents of Gwent	Dependent on required sample size (700+)
Ad Hoc	Results of project specific research covering a range of different aspects of policing	Police officers, police staff and service users.	The number of participants varies during the year.
	Neighbourhood watch	Residents of Gwent	Approx nnn residents involved
	Independent Advisory Group	Residents of Gwent	Approx nnn members involved

Appendix D

Useful Links

Office of the Police and Crime Commissioner - www.gwent.pcc.police.uk

Gwent Police - www.gwent.police.uk

OWL (Online Watch Link) – www.owl.co.uk

Police performance – www.POLICE.uk

British Crime Survey

www.homeoffice.gov.uk/science-research/research-statistics/crime/crime-statistics/british-crime-survey/

OPCC Engagement Methodologies

- User Satisfaction Surveys – 1/4ly
- User Focus Group work (Feb-March 13) Task specific activity – On going
- PACT Meetings, surgeries, mobile stations – (Review)& Related surveys
- Funding Consultation – E based – Jan 12
- Annual Priority Setting Consultation – E based Summer 12
- Annual Priority Setting Consultation – Partners Event – Sept 12.
- Social Media (Twit/Face, website, (VINE) Guardian, OWL) - On going
- Media Awareness (TV, Radio, Press, Magazines) – On going
- Public Facing Events – Recording and Future Focus-On going
- Partnership links for E based activity and Single Integrated Plan consultation
- Member of Gwent Needs Assessment Group with Strategic Partners – joint working
- IAG – Attendance and interactivity (Dip sampling)- on going
- Community Leaders Forum Member (Newport)- on going
- Maintenance of a comprehensive Gwent wide consultation database – on going – 157 Contact links
- Access to Victim Support User Surveys – 1/4ly
- Access to Criminal Justice Services User Survey (Task & Finish group in action to progress joint working on the findings)
- Access to British Crime Survey Findings – 1/4ly returns
- Access to Service Quality Issues data- monthly
- Access to staff survey findings- when held
- Access to Welsh Government National Survey - Annual
- Commissioner APP- Pending
- Website Market Research – Pending

Number of events attended 8th January – 8th February 2013

Blaenau-Gwent	3
Caerphilly	5
Monmouthshire	2
Newport	2
Torfaen	2
Gwent-wide	12
All-Wales	2
Total events attended	16

Number of events planned 9th February – 31st March 2013 (as at 7th February 2013)

Blaenau-Gwent	3
Caerphilly	4
Monmouthshire	3
Newport	2
Torfaen	5
Gwent-wide	14
All-Wales	2
Total events planned	31

Type of locations and events attended:

- Educational establishment – e.g. Coleg Gwent; The Dell Primary School
- Community groups – e.g. Community Representatives meeting; Independent Advisory Group (IAG)
- Community Councils – e.g. Trellech Utd; Van
- Public organisations – Hafal; SEWREC
- PACT meetings – Willowstown; Pill
- Public interest groups – Twmbarlwm Society; Countryside Alliance
- National forums – All-Wales Collaboration; Children's Commissioner for Wales
- External conferences – Gwent Sports Leadership and Volunteering Conference; Violence Against Women White Paper launch
- General public events – Victim's Voice events; Worklessness event
- Commemorative events – Holocaust Memorial event; John Williams Memorial event

Each event generates further public notification/interest via Twitter, Facebook, the OPCC website and the media. Activities are constantly monitored by the OPCC to ensure, as far as practicable, an equal geographic spread across Gwent.

These events are only external facing events – there is a whole raft of internal activity undertaken in addition to these meetings, e.g. meetings with staff networks, force work-stream boards.

Attendance at the external facing events generates further opportunities for engagement, e.g. via the IAG meeting, the Commissioner has been invited to attend the Newport Deaf Club.

**Gwent Police
and Crime Panel****Panel Heddlu
α Throseddu Gwent****SUBJECT: APPROVAL OF COMPLAINTS PROCEDURE****DATE: 15TH FEBRUARY 2013****1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to invite the Gwent Police and Crime Panel to approve the draft Complaints Procedure.

2. LINKS TO STRATEGY

- 2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel within each police force area. This report seeks Members' approval for the Panel's complaints procedure.

3. BACKGROUND

- 3.1 The Police Reform and Social Responsibility Act 2011 made significant changes to the structure of the Police Service with the introduction of Police and Crime Commissioners and Police and Crime Panels.
- 3.2 The Police and Crime Panel have a statutory role in the handling and determination of certain complaints made against the Gwent Police and Crime Commissioner and Deputy Police and Crime Commissioner. This report sets out the suggested procedure for the operation of the Panel's complaints procedure and seeks approval for the delegation of certain responsibilities to the host authority's Head of Legal and Governance, following consultation with the Panel's Chair and Vice Chair.

4. THE REPORT

- 4.1 The draft Complaints Procedure is attached to this report and is based statutory requirements. The statutory procedures are prescribed and complex and allow very little scope for flexibility or local determination.
- 4.2 Complaints defined as a 'Conduct Matter' or 'Serious Complaint' must be referred to the Independent Police Complaints Commission without delay.
- 4.3 A Conduct Matter is defined as a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct matters can arise without a Complaint being made (for example, press stories). A Conduct Matter requires evidence to show an indication that a criminal offence may have been committed. A mere assertion without more, that a criminal offence has been committed is unlikely to suffice. However, an assertion coupled with a fairly low degree of evidence is likely to be an adequate sign of potential criminal conduct, resulting in the matter being referred to the IPCC as a Conduct Matter

- 4.4 A Serious Complaint is defined as a complaint about the conduct of the PCC or DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. There must be evidence of conduct that constitutes or appears to constitute or involve the commission of a criminal offence. A Serious Complaint requires stronger evidence, as the evidence must show that there is conduct that appears to constitute or involve the commission of an offence. Therefore, the level of evidence will be more than for a Conduct Matter but is likely to be much less than would be required by a court.
- 4.5 The Panel is responsible for the 'informal resolution' of other complaints about the PCC or DPCC that are not a Conduct Matter or a Serious Complaint, or is a complaint that ceases to be investigated by the Independent Police Complaints Commission or a police force. Informal resolution is considered to be encouraging, facilitating, or otherwise assisting in the resolution of the complaint otherwise than by legal proceedings. The Panel does not have powers of investigation but can seek further clarification from the complainant and the person being complained about.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications arising from this report.

6. CONSULTATION

- 6.1 There are no consultation responses that have not been reflected in the recommendations of this report.

7. RECOMMENDATION

- 7.1 The Panel are invited to:
- a. Approve the draft Complaints Procedure.
 - b. Delegate the management and resolution of complaints to the Host Authority's Head of Legal and Governance, in consultation with the Chair and Vice Chair of the Gwent Police and Crime Panel.
 - c. Receive an Annual Report to detail the number and types of complaints received.

8. REASONS FOR THE RECOMMENDATIONS

- 8.1 To establish the Panel's Complaints Procedure.

9. STATUTORY POWERS

- 9.1 Police Reform and Social Responsibility Act 2011.

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Email: jonesj16@caerphilly.gov.uk, Telephone: 01443 864242

Consultees: Dan Perkins, Head of Legal and Governance, Caerphilly County Borough Council
Gail Williams, Corporate Solicitor and Deputy Monitoring Officer, Caerphilly County Borough Council
Ian Johnston, Gwent Police and Crime Commissioner
Shelley Bosson, Chief Executive, Office of the Gwent Police and Crime Commissioner
Sian Curley, Senior Business Manager, Office of the Gwent Police and Crime Commissioner
Carmel Napier, Chief Constable, Gwent Police
Cllr John Guy, Chair, Gwent Police and Crime Panel
Cllr Keith Reynolds, Vice Chair, Gwent Police and Crime Panel

Appendices:

Appendix 1 - Complaints Procedure: Gwent Police And Crime Commissioner And Gwent Deputy Police And Crime Commissioner

**Gwent Police
and Crime Panel**

**Panel Heddlu
a Throseddu Gwent**

COMPLAINTS PROCEDURE: GWENT POLICE AND CRIME COMMISSIONER AND GWENT DEPUTY POLICE AND CRIME COMMISSIONER

Introduction

This procedural note details the complaints procedure relating to the Gwent Police and Crime Commissioner (PCC) and Gwent Deputy Police and Crime Commissioner (DPCC). The note is based on the provisions of the Police Reform and Social Responsibility Act 2011, the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011 and the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012.

Role of Gwent Police and Crime Panel

The Gwent Police and Crime Panel (“the Panel”) have statutory responsibilities as to the handling and determination of certain complaints made against the PCC and DPCC. The Panel has delegated its functions to the Head of Legal and Governance at Caerphilly County Borough Council (the Gwent Police and Crime Panel’s Host Authority) who must consult with the Chair and Vice Chair of the Gwent Police and Crime Panel in determining type of complaints received and the strategy for managing complaints for local resolution and the Panel’s final resolution of complaints.

Overview

In practice, it will be the Head of Legal and Governance at Caerphilly County Borough Council who will make decisions about the management and resolution of complaints in consultation with the Chair and Vice Chair of the Gwent Police and Crime Panel. The Chief Executive of the Gwent Police and Crime Commissioner’s Office will be consulted on the strategy for determining the whether complaints will be considered by the Panel or referred to the Independent Police Complaints Commission (IPCC) or a third part. The Head of Legal and Governance and Chief Executive of the Gwent Police and Crime Commissioner’s Office have developed a protocol (attached as appendix 1) for managing complaints. This will ensure that complaints received are dealt with in a timely fashion, correctly identified as being complaints which fall to the Gwent Police and Crime Panel for action and other complaints, for example, about the PCC’s staff or Gwent Police are directed as appropriate.

For more information about the complaints procedure please contact Jonathan Jones, Democratic Services Manager at Caerphilly County Borough Council on 01443 864242 or email jonesj16@caerphilly.gov.uk

Types of Complaints

There are 3 different categories of complaints:

A Complaint - a general complaint about the PCC or DPCC that is not a Conduct Matter or a Serious Complaint, or is a complaint that ceases to be investigated by the Independent Police Complaints Commission or a police force. The Panel is responsible for the informal resolution of these complaints.

A Conduct Matter - a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct matters can arise without a Complaint being made (for example, press stories). The Gwent Police and Crime Panel must notify the IPCC of Conduct Matters. The IPCC are responsible for considering all Conduct matters.

A Serious Complaint - a complaint about the conduct of the PCC or DPCC which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. The Gwent Police and Crime Panel must notify the IPCC of Serious Complaints. The IPCC are responsible for considering all Serious Complaints.

Evidence for Conduct Matters and Serious Complaints

The difference between a Conduct Matter and a Serious Complaint is the level of evidence present in the complaint or other circumstances (eg. press reports) as to whether a criminal offence has potentially been committed by the PCC or the DPCC. It is not for the Panel to determine whether a criminal offence has been committed, only to make a judgement as to whether a complaint should be considered a Conduct Matter or Serious Complaint.

A Conduct Matter - Requires evidence to show an indication that a criminal offence may have been committed. A mere assertion without more, that a criminal offence has been committed is unlikely to suffice. However, an assertion coupled with a fairly low degree of evidence is likely to be an adequate sign of potential criminal conduct, resulting in the matter being referred to the IPCC as a Conduct Matter

A Serious Complaint - There must be evidence of conduct that constitutes or appears to constitute or involve the commission of a criminal offence. A Serious Complaint requires stronger evidence, as the evidence must show that there is conduct that appears to constitute or involve the commission of an offence. Therefore, the level of evidence will be more than for a Conduct Matter but is likely to be much less than would be required by a court.

Making a Complaint about the Gwent Police and Crime Commissioner or the Gwent Deputy Police and Crime Commissioner

Complaints about the Gwent Police and Crime Commissioner (PCC) or Gwent Deputy Police and Crime Commissioner (DPCC) should be addressed to the Head of Legal and Governance, Caerphilly County Borough Council, Penallta House, Tredomen Park, Ystrad Mynach, CF82 7PG or email perkid@caerphilly.gov.uk

Alternatively, complaints can be sent to the PCC, DPCC, Chief Executive to the Office of Gwent Police and Crime Commissioner or Chief Constable. All are contactable at the following address, Gwent Police Headquarters, Croesyceiliog, Cwmbran, NP44 2XJ or email contact@gwent.pnn.police.uk. Finally complaints can be sent directly to the Independent Police Complaints Commission, PO Box 473, Sale, M33 0BW or email enquiries@ipcc.gsi.gov.uk

Receipt of Complaints

Complaints relating to the Gwent PCC and DPCC which are received by the PCC, DPCC, Chief Executive to the Office of Gwent Police and Crime Commissioner or Chief Constable must be sent to the Gwent Police and Crime Panel as soon as practicable.

Upon receipt of a complaint, the Gwent Police and Crime Panel will check that the complaint relates to either the Gwent Police and Crime Commissioner or the Gwent Deputy Police and Crime Commissioner. If the complaint relates to a person other than the PCC or DPCC the complaint will be forwarded to the appropriate office and the complainant informed.

Determining Type of Complaint

The Head of Legal and Governance at Caerphilly County Borough Council will consult the Chief Executive of the Gwent Police and Crime Commissioner's Office and the Chair and Vice Chair of the Gwent Police and Crime Panel to determine the type of complaint; namely, a complaint for local resolution by the Panel or whether the complaint should be considered a 'Conduct Matter' or 'Serious Complaint' and referred to the IPCC for determination.

If the complaint is considered to be a complaint for local resolution (in whole or part) the complainant will be notified of that fact and provided with an explanation of the action the Panel intend to take. The Panel will also inform the Chief Executive of the Gwent Police and Crime Commissioner's Office. Likewise, if the complaint is considered to be a 'Conduct Matter' or 'Serious Complaint' it will be referred to the IPCC for determination and the complainant notified.

The Recorded Complaints and Conduct Matters Register

If the complaint relates to the PCC or DPCC the complaint will be registered in the 'Recorded Complaints and Conduct Matters Register'.

The Recorded Complaints and Conduct Matters Register is used to record the following information; a summary of the complaint, the category of complaint (Complaint, Conduct Matter or Serious Complaint), the date of receipt, an indication of intended action on the Complaint and any other information deemed relevant.

If any of the following exceptions apply, it is not necessary to record a Conduct Matter:

- The matter has already been recorded as a complaint or

- The matter has or is being dealt with by means of criminal proceedings against the PCC or DPCC.

If the IPCC becomes aware of a Conduct Matter that has not been recorded by the Panel, the IPCC may direct the Panel to record the complaint.

If any of the following exceptions apply, it is not necessary to record a Complaint:

- If it has been or is currently being dealt with by criminal proceedings: this will normally be the case where the Police have formally charged the person complained about or information alleging an offence has been laid before a magistrate's court or
- The Complaint has been withdrawn.

If recorded (in whole or part) the Panel will notify the Complainant of that fact and provide information about the next steps to be taken in relation to the Complaint. Likewise, the Complainant will be informed of the decision not to record the Complaint and not to take any further action, the grounds on which that decision was made and whether the decision relates to all or part of the Complaint.

The Panel will also inform the Chief Executive of the Gwent Police and Crime Commissioner's Office.

Requiring More Information Before Recording a Complaint

Where the Head of Legal and Governance considers more information is required in order for a complaint to be considered, he may ask the complainant for additional information.

A decision will then be made whether to record the complaint in the Recorded Complaints and Conduct Matters Register and how the complaint will be progressed.

Complaints Made to the PCC and DPCC and Preservation of Evidence

Where a Complaint is made directly to the PCC and/or DPCC, both are under a statutory duty to take all such steps as appear to them to be appropriate for obtaining and preserving evidence in relation to the complaint in question. In discharging this duty they shall take such steps as a reasonable person would consider appropriate in the circumstances to obtain and preserve evidence, and in any event shall comply with any requests of the Panel.

By not later than the end of the day following the day on which the Complaint was made to them, the PCC and/or DPCC must notify the Panel in writing (either by letter or email) of the Complaint (including a copy of the complaint) and provide details of the steps they have taken to preserve such evidence, including its location and in whose custody it is.

Complaints Made to a Member of the Police and Crime Panel

Any complaint addressed to any Member of the Panel should be immediately directed to the Head of Legal and Governance at Caerphilly County Borough Council, Penallta House, Tredomen Park, Ystrad Mynach, CF82 7PG or email perkid@caerphilly.gov.uk along with any other available information that is relevant to the complaint.

Complaints Made to the Chief Constable of Gwent Police

Where a complaint is made to a Chief Constable of Gwent Police, it is the duty of the Chief Constable to give notification of the complaint to the Panel.

Complaints Made to the Independent Police Complaints Commission (IPCC)

When a complaint is made to the IPCC, it is the duty of the IPCC to notify the Panel, unless the IPCC considers that there are exceptional circumstances to justify the notification not being given.

Conduct Outside England and Wales

The Gwent PCC and DPCC shall inform the Panel of any allegation, investigation or proceedings in relation their conduct which does not amount to a Conduct Matter (as outlined above) only because the conduct in question did not occur in England or Wales. The Panel may deal with any such instances in whatever manner the Panel considers fit.

Conduct Matters Arising from Civil Proceedings

Where the Panel receives notification that civil proceedings involving a conduct matter have been brought against the Gwent PCC or DPCC by a member of the public, or it appears that proceedings are likely to be brought, the Panel shall record the matter and consider it as a complaint.

The Panel's Duty to Obtain and Preserve Evidence

When a complaint comes to the attention of the Panel, it is under a duty to secure that all steps as appropriate are taken for obtaining and preserving evidence in relation to the complaint in question.

No Action on a Recorded Complaint

If the Panel considers that a Recorded Complaint for local resolution is one which requires no action should be taken, or it falls within the circumstances set out below, then the Panel may handle the complaint in whatever manner it thinks fit.

The types of Recorded Complaint that maybe dealt with in this way are:

- Where more than twelve months have elapsed since the incident and there is no reason for the delay, or injustice would be caused by it;

- The matter has already been the subject of a complaint;
- The Complaint is anonymous;
- The Complaint is vexatious, oppressive or otherwise an abuse of the procedures, or
- The Complaint is repetitious. A “repetitious complaint” is one which is the same or substantially the same as a previous complaint, or concerns the same conduct as a previous conduct matter, contains no fresh allegations which affect the account of the conduct complained of, no fresh evidence (being evidence not reasonably available at the time the previous complaint was made and in respect of which a previous determination or withdrawal of complaint has been made).

The Panel must notify the Complainant that it has decided to handle the Recorded Complaint by taking no further action. The Panel will also inform the Chief Executive of the Gwent Police and Crime Commissioner’s Office.

Call in by IPCC

The Panel must refer a Recorded Complaint to the IPCC if it is notified that the IPCC itself requires the complaint to be referred to the IPCC.

Referral of Complaints and Conduct Matters to the IPCC

Where a Recorded Complaint or Recorded Conduct Matter is to be referred to the IPCC then the Panel shall do so as soon as is practicable, and in any event not later than the end of the day following the day on which it becomes clear to the Panel that the Complaint or Conduct Matter is one that should be referred to the IPCC. The details in the Register will be made available to the IPCC together with such other information as the Panel considers appropriate.

On referring a Recorded Complaint to the IPCC, the Panel must notify the Complainant and the person complained about of the referral, unless it appears to the Panel that notifying the PCC or DPCC might prejudice a possible future investigation.

Referral of Complaints and Conduct Matters from the IPCC to the Panel

Where the IPCC determines that it is not necessary for it to investigate a Recorded Serious Complaint, it may refer the Complaint back to the Panel who must deal with the referral in accordance with the Informal Resolution of Complaints procedure outlined below. The IPCC will notify the Complainant and the PCC or DPCC complained against about this decision.

The IPCC, where it determines that it is not necessary for it to investigate a Recorded Conduct Matter, may refer the matter back to the Panel who may deal with it in any matter that the Panel thinks fit. The IPCC will notify the PCC or DPCC complained against about this decision.

Withdrawal of Complaints

If the Panel received a notification that the complainant wishes to withdraw their Complaint, signed either by them or their solicitor or other acting on their behalf, then the complaint shall cease to apply subject to the following:

- If the Recorded Complaint is with the IPCC, the Panel must notify the IPCC that it has recorded the withdrawal of the complaint
- In the case where the IPCC has referred the Recorded Complaint to the Panel, it must consider whether it is in the public interest for the Complaint to be treated as a Conduct Matter (notwithstanding the complaint's withdrawal) and shall notify the IPCC accordingly.

In respect of a Recorded Complaint which has not been notified to the IPCC, the Panel must determine whether it is in the public interest for the Complaint to be treated as a Conduct Matter despite the Complainant's withdrawal of it. The Panel shall notify the PCC or DPCC complained about of the recording of a withdrawal of the Recorded Complaint and whether he/she has decided to treat it as a Recorded Conduct Matter notwithstanding, and shall amend the Register accordingly.

The IPCC, on receiving notification of withdrawal from the Panel of a Recorded Complaint referred to it, shall determine whether it is in the public interest for the Complaint to be treated as a Recorded Conduct Matter and notify the Panel, who shall notify the complainant and amend the Register accordingly.

If the IPCC refers a matter back to the Panel, in the case of a Recorded Complaint it shall be dealt with in accordance with the Informal Resolution procedure outlined below and, in the case of a Recorded Conduct Matter in such manner as the Panel may determine.

Informal Resolution of Complaints by the Panel

A Recorded Complaint against a PCC and/or a DPCC shall be dealt with by the Panel way of informal resolution.

Informal resolution is considered to be encouraging, facilitating, or otherwise assisting in the resolution of the complaint otherwise than by legal proceedings.

Delegation of Informal Resolution Complaints

The Head of Legal and Governance at Caerphilly County Borough Council will be responsible for undertaking the process of informal resolution. In doing so the Chair and Vice Chair of the Gwent Police and Crime Panel must be consulted about the proposed local resolution strategy and the proposed outcome of the complaint.

Invitation for Complainant and Person Complained Against

Upon receipt of a complaint the Panel shall invite the complainant and person complained against an opportunity to comment on the complaint. Should the person complained about chose not to comment the Panel shall record this in writing.

Further Information

The procedure for informal resolution shall not include a formal investigation of the complaint but documents in relation to the complaint and meetings with the person complained against maybe requested.

Resolved Complaints

Where it appears to the Panel that a Recorded Complaint against the PCC and/or DPCC had in fact already been satisfactorily dealt with at the time it was brought to their notice, the Panel may, subject to any further representations, treat it as having been resolved.

Apologies

The Panel may seek informally to resolve a complaint by securing an apology from the PCC or DPCC for the Complainant, either directly or indirectly. The Panel shall not, however, tender on behalf of the person complained against an apology for the conduct unless the person complained against has agreed to issue the apology.

Consultation on Draft Decisions

The Panel shall, prior to making a final decision that a complaint has already been resolved, give the complainant and the person complained against an opportunity to comment on the proposed decision.

Where the person complained against chooses not to comment on the complaint, the Panel shall record this fact in writing.

Final Resolution

Where a Recorded Complaint has been subjected to informal resolution, the Panel shall as soon as practicable make a record of the outcome of the procedure and send a copy of that record to the complainant and the person complained against.

The Panel shall not publish any part of any such record unless it:

- Has given the complainant and the person complained against the opportunity to make representations in relation to the proposed publication, and
- Has considered any such representations, and is of the opinion that publication is in the public interest.

In cases where the Panel upholds a Recorded Complaint, it has no legal powers to apply formal sanctions other than to provide an opinion on the conduct of the office-holder concerned.

Record Keeping and Provision of Information

The Panel shall keep records of every complaint and purported complaint made to him or received by him; every conduct matter recorded by the Panel arising from civil proceedings or otherwise coming to the attention of the Panel and every exercise of a power or performance of a duty under the Regulations.

Annual Reporting of Complaints

The Panel shall receive a report at least annually detailing a summary of each complaint (such as can be reported in public) and the exercise of its functions for monitoring purposes.

Date: 6 February 2013

COMPLAINTS PROTOCOL BETWEEN THE HEAD OF LEGAL AND GOVERNANCE, CAERPHILLY COUNTY BOROUGH COUNCIL AND THE CHIEF EXECUTIVE OF THE OFFICE OF THE GWENT POLICE AND CRIME COMMISSIONER.

The Regulations set out the functions of the Gwent Police and Crime Panel (PCP) in dealing with complaints and conduct matters referred for its attention and which raise allegations against the Gwent PCC and/or DPCC.

The purpose of this protocol is to ensure that complaints and conduct matters which fall within the scope of the regulations are dealt with effectively in adherence with the Regulations in a manner which maintains and improves public confidence in the police complaints system.

Reference within this Protocol to Chief Executive infers the position of Chief Executive to the Office of the Gwent Police and Crime Commissioner. Similarly, reference to the Monitoring Officer infers the position of the Monitoring Officer of the Host Local Authority, Caerphilly County Borough Council.

The responsibility of the PCP to manage the day to day conduct of the operation of the regulations is delegated to the Monitoring Officer in consultation with the Chief Executive.

Whilst complainants will be encouraged in the first instance to forward complaints against the PCC/DPCC for the attention of the Monitoring Officer, it is recognised that such complaints will from time to time be addressed directly to the office of the PCC. It is agreed that in such circumstances, the Chief Executive will retain responsibility to forward such complaints for the attention of the Monitoring Officer at the earliest opportunity, and in any event within five working days of receipt of the complaint. The Chief Executive will further be required to express a view to the Monitoring Officer within five working days as to the process for the handling of the complaint.

It is agreed that the Chief Executive shall be notified with immediate effect of all incoming complaints received by the Police and Crime Panel (PCP) and within five working days of receipt, shall indicate his/her view as to the appropriate handling of the complaint.

It is envisaged that the view expressed by the Chief Executive on any complaint received will be one of the following:

1. The complaint falls within the scope of the Regulations and accordingly requires a recording decision and consideration of referral to the IPCC;
2. The Complaint raises allegations against a member of staff within the office of the PCC and should be referred to the Chief Executive to consider;

3. The Complaint raises allegations against the Chief Constable of the home Police Force and is required to be handled by the PCC in accordance with the provisions of the Police Reform Act 2002;
4. The Complaint relates to a police officer of the home Police Force, below the rank of Chief Constable, and should be referred to the Professional Standards Department as the delegated department to consider such complaints on behalf of the Chief Constable who is the Appropriate Authority;
5. The complaint should be handled otherwise than in accordance with Part 4 of the Regulations (referring to Informal Resolution) in accordance with the grounds for disapplication stipulated within Regulation 15(3).

Where a complaint encompasses allegations against the PCC/DPCC and any other individuals considered within points 2, 3 and/or 4 above, it shall be dealt with in accordance with all applicable procedures and the Chief Executive and the Monitoring Officer shall co-operate in ensuring that action taken in relation to such matters are shared as appropriate.

It shall be the responsibility of the Monitoring Officer to make a recording decision in respect of any complaint or conduct matter received against a PCC or DPCC, and he/she shall do so in accordance with the delegated powers bestowed to him/her by the PCP.

Where a complaint or conduct matter falls within the scope of the Regulations and a recording decision is subsequently required to be made which does not involve referral of the same to the IPCC, the Chief Executive shall, following the recording of the complaint, ensure that the PCC and/or DPCC is advised of the allegations raised within the complaint.

The PCP shall endeavour to facilitate a satisfactory outcome to the complaint with a view to avoiding, if possible, the application of the informal resolution process under Part 4 of the Regulations.

If it is not possible to secure a satisfactory outcome for the complainant the matter shall be referred to the Monitoring Officer who shall invoke the informal resolution process in accordance with any directions and delegations of the PCP.

Where matters are raised to the Monitoring Officer or directly to the Chief Executive, which relate to service delivery rather than conduct of the PCC/DPCC, it shall be the responsibility of the Chief Executive to handle such matters and facilitate a satisfactory outcome.

In such cases, the Chief Executive reserves the right to refer any service delivery matter for the attention of the Monitoring Officer where it becomes apparent during the course of initial enquiries that the matter does in fact require a recording decision to be made and/or requires referral to the IPCC.