

# OPERATIONAL DELIVERY PLAN 2019 - 2020

Fair

Responsive

Professional

Trusted

Caring



GWENT  
POLICE

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"I am confident that with the support of my officers and staff, we are very well placed to continue to deliver the service that our communities have rightly come to expect."

Pam Kelly  
Chief Constable



# 1 | CHIEF CONSTABLE'S FOREWORD

In 2017, the Police and Crime Commissioner (PCC) for Gwent published his first Police and Crime Plan. Due to the ever changing nature of elements affecting policing, such as criminality, technology, politics etc, much has advanced since 2017 and both the Commissioner and I have decided to refresh our plans.

This Operational Delivery Plan sets out our strategic direction as to how we will deliver the priorities set by the PCC in his Police and Crime Plan. The Plan also sets out how we will deliver the PCC's objectives alongside our national and regional responsibilities within the budget set by the Police and Crime Commissioner.

I was incredibly proud and honoured to be made Chief Constable of Gwent Police in August 2019. I am very much looking forward to building on the good work undertaken in recent years to improve our service for the people of Gwent.

However, with over 24 years of service, I am very conscious of the demands on our workforce and the changing shape of policing. In many areas volume and complexity are increasing and criminality continues to change at a rapid pace. Many emerging crimes need different expertise and an informed and prompt response.

I will therefore continue to build a Force equipped for the future. Working in conjunction with national reform and often in collaboration, our technological capability is advancing and we are acquiring new skills and expertise across the organisation. We will prioritise those most vulnerable and will invest in local policing, focusing on prevention and our local investigations processes and capability. Our change programmes are based on robust analysis and we will endeavour to provide solutions to areas of high demand.

Continuous improvement initiatives for our workforce will ensure officers and staff are

equipped to identify both crime and vulnerability and that they are able to respond appropriately to those in need. It also means that we can quickly pursue and detain those who pose the greatest threat, risk, and harm to our communities.

However, we cannot do all of this alone. I am exceptionally grateful to all of the individuals and organisations who work with the Force, protecting, supporting and providing services to the people of Gwent. It is more important than ever that we work with the assistance of the public, volunteers, and our partner agencies, and that we strengthen relationships and build trust.

This trust must be gained through the police service acting in a professional, fair and proportionate manner and working to the highest standards of integrity. I want our communities to have the confidence that we will be there when they need us most and that we will provide the service that victims deserve. I am committed to ensuring that together with our communities, we will build an ever stronger police service and we will do all that we can to protect the people of Gwent from harm.



**Pam Kelly**  
Chief  
Constable  
Gwent

## 2 | The National Policing Vision 2025

Whilst this document highlights how we will meet our local and national responsibilities over the next year, we also want to highlight the national work currently being undertaken to improve the future of policing.

All UK forces have made extensive reforms to improve service delivery against severe cuts to force budgets. However, it is nationally recognised that in order to provide an effective, accessible and value for money service for the future, and one that meets the needs of our communities in a changing world, the police service needs to transform. However, whilst each force has different local priorities, each force must deliver these in partnership with national responsibilities. It is therefore essential that each force operates within a single framework.

The National Police Chiefs' Council (NPCC) has produced a Policing Vision to 2025 which sets out the reasons for change and outlines a plan for transformation and how we use our resources whilst providing an effective, accessible and value for money service that can be trusted.

Our growing communities are increasingly diverse and complex, rapidly developing technology is influencing new and emerging crimes, and political, environmental and sociological elements are impacting upon our communities and changing how we need to police. All of this needs a more sophisticated response to the challenges we face now and in the future.

Gwent Police and the PCC are working collaboratively with the national police service, the College of Policing, the National Crime Agency, and our local partners and volunteers to play a role in delivering these reforms.

The NPCC Vision is as follows:

- **LOCAL POLICING** – will continue to form the bedrock of British policing. By 2025 it will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.
- **SPECIALIST CAPABILITIES** – By 2025 we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.
- **WORKFORCE** – By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.
- **DIGITAL POLICING** – By 2025 digital policing will make it easier for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the Criminal Justice System.
- **ENABLING BUSINESS DELIVERY** – By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.
- **GOVERNANCE AND ACCOUNTABILITY** – By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.



# 3 | Transformation for the Future

## Force Management Statements (FMS)

In response to a HMICFRS requirement, the force has now completed its second Force Management Statement (FMS). The FMS is an annual self-assessment that chief constables prepare and give to HMICFRS each year. It is the chief constable's statement and explanation of:

- the demand the Force expects to face in the next four years;
- how the force will change and improve its workforce and other assets to cope with that demand;
- how the force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and,
- the money the force expects to have to do all this.

HMICFRS has outlined that the FMS will be a three year process. Each FMS builds on the previous year's findings to ascertain the direction of demand and scrutinises all areas of the force. The work is now starting to provide valuable and accessible information on demand, assets and capability and it is starting to outline the most substantial issues facing the Force. Going forward this document will enable us to see where we need to make change and we will put appropriate solutions in place to reduce demand and improve efficiency and effectiveness.

## Prioritising Our Services - Reducing Demand

Gwent Police has been on a continuous journey of reform and modernisation over previous years. Much work has been undertaken to understand our demand, how this is changing and what we will need to improve in order to adapt for the future.

Potential future demand includes increases in traditional and new and emerging types of crime,

such as cyber-crime, modern-day slavery and human trafficking. It also includes the impact of demographical changes, developments in technology and environmental events. In addition,

as demand has risen, police resources have been reducing, which means that we have had to understand and prioritise core areas of need.

However, through regular review of all the elements impacting upon service delivery, together with thorough analysis, we are able to ensure that resources are aligned to key priorities and change programmes are in place for areas of most need. We are also ensuring that the right people with the right skills are in the right place to protect the public. Further, we are continuing to identify new ways to work with others to ensure the best possible service to the public.

## Local Policing

Our local policing model has aligned services and allows us to deploy resources more efficiently and flexibly. Using mixed teams of police and community support officers, the teams are increasingly focused on the protection of vulnerable people in our communities, driven in part by our implementation of the *Modernising Neighbourhood Policing Strategy*.

Engaging with communities and agreeing local priorities is fundamental to effective Neighbourhood Policing. We recently reviewed our approach to community engagement and priority setting, with a view to ensuring that the process is both meaningful and cost effective. In future, we plan to use our force social media accounts to invite residents to complete a short on-line survey. The results from this will be analysed alongside other sources of information from police and partner agencies to determine ward priorities. We will continue to focus resources on areas of vulnerability, threat, risk and harm, using prevention, investigation and response to ensure local police services are directed where they are needed most.

We will work closer with partners towards a whole system approach, with more multi-agency teams to tackle community issues and build more cohesive neighbourhoods. We will also embrace technology to better inform and communicate

with the public and improve data sharing and integration with our partners.

Issues such as terrorism, civil emergencies, organised crime etc, traditionally thought of in a regional and national context, will also be dealt with from the local upwards, engaging with our communities to work together for safer neighbourhoods.

As previously outlined, the Policing Vision 2025 emphasises that the police service is reliant upon the quality of its people'. Both the PCC and the Chief Constable are keen to protect the frontline and are planning to recruit more officers and Community Support Officers to meet demand and improve local policing. In addition, to meet the growing complexity and sophistication of crime we are ensuring that those who currently work within Gwent Police and those who will be joining us, are equipped with the skills, education and knowledge to deliver a quality service.

### Specialist Capabilities



Specialist Capabilities cover a range of services from cybercrime, major investigations, child sexual exploitation, to civil emergencies and armed policing. We will be focusing on our capability and working in partnership to ensure that specialist services are shared and delivered in the most effective way in accordance with the Government's Strategic Policing Requirement.

Force capability is assessed at a quarterly Strategic Policing Requirement Group (SRG). Certain capabilities are further reviewed by the Tarian oversight board (regarding Tarian capabilities) and the South Wales Collaboration Group (regarding firearms capability in respect of Counter Terrorism response).

### Public Protection

Public protection is a priority for the Force. The threat from terrorism, child sexual exploitation, cybercrime and organised crime will continue to grow and we will work closer with our communities to improve relationships and gather intelligence to identify those causing harm. We will also work in collaboration with our national and regional partners to understand the extent of these crimes to enhance our response and dedicate the appropriate resources to ensure victims receive the most appropriate care and offenders are brought to justice.

However, crime of this nature is often hidden and is complex in nature. We are therefore investing in specialised training, delivered both in force and by external partners, and are also monitoring staffing levels closely to ensure we cope with demand.

### Workforce

Gwent Police is critically reliant on its people. Whilst we are now a smaller workforce than previously, it is a more modern, flexible and effective force. Much work has been undertaken by our Change Programme, not only to identify the services we need to prioritise but to align the right people to the delivery of these services.

We will be providing more training, education and development opportunities to ensure that our workforce is equipped with the skills and capabilities, behaviours and values necessary to adapt to future demands.

Modernisation is taking place through providing more flexibility in the workplace, making the most of technology to improve efficiency and encouraging innovation and creativity. Our workforce going forward will be multi-skilled to be more adaptable and able to respond to demand.

The challenge for all our employees for the future will be great. However they will continue to put the public first, adapting to the changing nature of crime, putting service and victims at the heart of all they do and treating them with integrity, compassion and respect.

### Digital Policing

The force acknowledges that it must embrace the rapid development of technology and adapt to the new threats and opportunities that it is bringing.



To police the digital age effectively we have invested in cyber training for 300 officers across the force, and have developed a new Cybercrime Unit where investigators have the skills and means to interrogate online criminality.

We are continuing to implement new technology with more integrated systems to enable us to work smarter. The use of Body Worn Video has significantly improved the speed of investigation while use of mobile devices has reduced the amount of time officers need to complete their tasks.

We have also introduced a new command and control system, implemented e-services both internally and externally and collaborate with partners on ICT service provision. Going forward we will be working closer with our partners to enable better data sharing, including intelligence and evidence.

In addition, the force has recently introduced a dedicated Social Media Desk to allow people to report non-urgent crimes or get advice online. The desk was introduced to help Gwent Police become more accessible to the public, especially to the harder to reach and more vulnerable members of the community. The Social Media Desk allows people to contact the Force online 24-hours-a day seven days a week.

On average, Gwent Police receive between 1000 and 1,200 calls a day. Between 750 and 950 of those calls are non-urgent and don't require immediate police attendance. The desk therefore saves both police time and lives by enabling more officers to attend serious incidents.

We are aware that we are in a fast-moving digital age and that in the last 10 years there has been a significant shift in the way that people communicate with each other. Gwent Police want to ensure that we remain up to speed with these changes and we want to make sure that Gwent Police remains up to speed with those changes. The social media desk allows those who may find it easier to write down their report or question to contact the police, and for some, picking up the phone would not be an option.

### **Business Enablers**

We will continue to progress our Change Programme to monitor demand and implement reform where necessary. We will explore opportunities to work with our partners locally, regionally and nationally to improve our business support functions and where possible realise shared benefits, skills and economies of scale.

We will also continue to work with local authorities, emergency services and local forces for a more joined up approach, invest in technology and will work towards a seamless interface between policing and the Criminal Justice System. We are also in the process of building a new Headquarters to improve our infrastructure which will be more efficient and cost effective.

### **Governance and Accountability**

We will continue to work with the PCC to ensure that the organisation as a whole builds effective working relationships with the public, central governance, governance bodies such as the Her Majesty's Inspectorate of Constabulary and the Criminal Justice System. We have also implemented a new governance framework that provides a mechanism for monitoring performance across the Force and ensures strategic oversight and accountability.

We will also ensure that we will remain transparent and open to scrutiny and will conduct ourselves with honesty and integrity with full regard to the College of Policing's Code of Ethics. Above all, we will be accountable to our communities through the PCC.

Underpinning all that we do are the Force values.

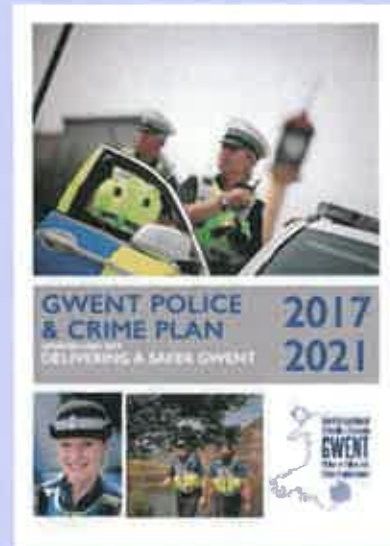
Gwent Police will be:

- Caring
- Fair
- Trusted
- Responsive
- Professional

## 4 | Police and Crime Plan Policing Priorities

Police and Crime Commissioners have a statutory duty to publish a Police and Crime Plan. Following consultation with the public, the PCC sets out their priorities and objectives for their respective police force, and outlines how the Chief Constable will be held to account on the delivery of these objectives.

The PCC for Gwent has decided that whilst he has updated the measures by which he will monitor Force performance, he will not change the policing priorities for Gwent this year.



### Gwent Police and Crime Plan Priorities:







# 5 | Priority 1 - Crime Prevention

## Crime Prevention

The focus of Gwent Police is to keep our communities safe and preventing crime from occurring in the first instance is essential to achieving this. Prior to any crime being committed there is the opportunity to disrupt, divert or prevent it. However, we cannot do this alone. A successful prevention approach involves other public and third sector services such as education, health and housing and we will work in partnership to identify priorities for crime prevention and provide problem-solving activities tailored to local needs and demands while focusing on those most vulnerable.

Crime Prevention will incorporate both intelligence driven and problem solving policing responses. By improving communication channels with the public and close engagement with our communities we will work together and use intelligence to identify the factors that can lead individuals to become victims. With greater intelligence we will initiate crime responses before significant harm can be caused. Early engagement and effective use of diversionary activities will also aim to prevent and divert individuals from criminal behavior.

We will also provide crime prevention advice to the public, businesses and retailers and various media campaigns have been launched throughout the year. High visibility patrols, including the use of mobile police stations, have been used in hot spot areas to prevent offending.

## Crime Prevention Panels

Crime Prevention Panels are of great assistance to us. Volunteer members work with the organisation to offer crime prevention advice and practical support to communities. Their various tasks may include door to door leaflet distribution, attending fetes or community groups, surgeries etc with the intention of making residents aware of methods of preventing crime

and also offering reassurance through direct community contact.

The Panel perform a crucial role within the community, particularly in relation to vulnerable people. They also fund and organise the 'Wings to Fly' event which caters for more than 2000 children from all of the primary schools within the Caerphilly Borough. The event highlights the danger and tragic consequences of substance misuse and is delivered by a local youth theatre group.

By spreading crime prevention advice local people are bringing their neighbourhoods closer together, getting actively involved in protecting their communities and are helping us to reduce crime locally.

## Gwent Now – Working Together



One of the most effective ways to deter criminals, encourage communities to help one another and to keep the public aware of local issues is through Community Messaging. Gwent Police uses an online messaging system called 'Gwent Now' which is designed to keep Gwent communities informed about the latest crime notifications and crime prevention advice. We will continue to develop this system to keep our communities up to date.

## Integrated Offender Management

Together with our partners the Force also participates in an Integrated Offender Management (IOM) scheme. This is an overarching approach to managing priority groups of high risk offenders which ensures that all



offenders leaving prison have coordinated support to divert them from reoffending. The approach recognises that repeat offenders may have multiple problems which contribute to their offending which cannot be addressed by one agency. We will therefore continue to work together with local authorities, drug and alcohol services, health providers and IOM Cymru.



The Force also maintains a positive contribution to Youth Offending Services. The YOS is key to early intervention impacting on volume crime, ASB and school exclusions. It is achieving significant success in reducing first time entrants to the criminal justice system and we will continue to work with partners to provide effective interventions. These include for example, diversionary team building opportunities for disengaged young people. Activities such as these encourage the development of positive behaviour, promote positive relationships, provide opportunities for the development of key social skills, provide positive role models and reduce crime through education and the raising of self-esteem.

### **Welsh Integrated Serious and Dangerous Offender Management (WISDOM)**

The Wales Reducing Reoffending Strategy 2014-2016 identified those offenders who posed a high risk of harm to the public as a priority group due to the impact their offending can have on victims and communities. The WISDOM project was developed in response and a pilot started in 2017.

The aim of WISDOM is to better protect the public by preventing serious crime. It seeks to reduce reoffending and the risk of serious harm via a multi-agency offender management unit with a team comprising of the Police Service, National Probation Service, forensic psychological services and other local partners working together to increase public protection arrangements. Through the combined efforts of partners, WISDOM seeks

to improve the identification, assessment and day-to-day management of the offenders.

### **Restorative Justice**

Government research has shown that Restorative Justice can reduce reoffending by holding offenders to account for what they have done and helping them to take responsibility for their actions.

Restorative Justice also gives victims the chance to meet or communicate with their offenders to explain the real impact of the crime and assist them in recovering from the crime. For offenders, the experience can be incredibly challenging as it confronts them with the personal impact of their crime. The Force will work together with partners and the Police and Crime Commissioner to progress restorative justice programmes across Gwent.

### **Improving Safety On Our Roads**

Road collisions remain the largest single cause of premature death and serious injury in the country with younger drivers particularly at risk.

Road safety is a key concern of Gwent Police and we will continue to try to make Gwent's roads safer. The majority of road collisions are attributed to seatbelts, speeding, drink and drug driving, and mobile phones. We will therefore be focusing on the detection of these road safety offences and the identification and targeting of high risk drivers.



We will work with our partners to rehabilitate traffic offenders through driver education and together with GoSafe, the Wales Road Casualty Reduction Partnership, will encourage motorists to drive legally and safely.

We will also co-ordinate Community Speedwatch, a traffic monitoring scheme that is managed and

run by Neighbourhood Policing Teams and Community Volunteers to educate drivers about the dangers of speeding and empower local groups to improve road safety in their areas.

Our Automatic Number Plate Recognition capability has been significantly strengthened. We will continue to utilise it to disrupt criminality, and we will take enforcement action against dangerous drivers. We will also deliver campaigns to positively affect and influence driver behaviour.

### **Rural Crime**

We are aware that sometimes criminals can prey on the vulnerability of rural locations. Our dedicated rural team engage with farmers and rural communities to provide crime prevention advice and listen to their concerns. Online Farm Watch membership has increased and intelligence gained from the public has helped us catch criminals involved in firearms crimes, theft of vehicles, fuel and machinery and crimes against animals.

Priorities for the Force include:

- Reducing the theft of farm machinery, plan and vehicles
- Livestock theft, worrying and attacks
- Fuel theft
- Fly tipping
- Poaching
- Equine Crime

In addition, our new Wildlife Crime Unit will be focusing on the UK priorities of:

- Badger, Bat and Raptor persecution
- Poaching
- Serious and Organised Crime involving wildlife
- Freshwater pearl mussels

### **Reducing Serious Violent Crime**

The Home Office Serious Violence Strategy (April 2018) aims to address the national increases seen in knife crime, gun crime and homicide. In Gwent we have not experienced these trends and offences involving knives and firearms remain at very low numbers.

However, we will continue to support national and regional campaigns and will ensure that we have a firm intelligence picture and a detailed understanding of the threat, risk and harm relating

to these offences. We will also continue to use preventative measures using media campaigns and high visibility policing in hotspot and night time economy areas whilst employing a robust approach to licensing enforcement and public order. There will also be priority enforcement activity against organised crime groups.

To support preventative activity, funding has been obtained from the Early Intervention Youth Fund (EIYF), which was led by South Wales Police on behalf of the Welsh PCCs. The money is provided by the Home Office under the Home Office Serious Violence Strategy and will provide early intervention to prevent young people becoming involved in serious violence. We are using the money to fund a Gwent Serious Violence Prevention Coordinator and fund interventions by St. Giles, Barnardo's, Positive Futures, and Fearless. Programme progress will be shared with Public Service Boards and the All Wales Serious Violence Task Group.

### **Focus on Young People**

A key strand that runs through all that we do relates to our focus on young people. We will continue undertaking numerous activities to protect young people, including working with the criminal justice process to prioritise child abuse investigations.



We will also continue to work closely with our local authorities, Aneurin Bevan Health Board, the Probation Service, Youth Offending Service and the third sector to develop better integrated working practices and ensure the sharing of information between agencies. This allows for a better coordinated approach to reduce and prevent the risks from high risk of harm offenders.



The force is involved in various preventative diversionary activities for young children. Examples include:

- **'Positive Futures'** a multi-agency program using physical activity to divert young people away from crime and anti-social behaviour. The scheme focuses mainly on 10-19 year olds at risk of being excluded from school, aspiring to gang culture, not gaining qualifications and/or at risk of drug and alcohol misuse. The scheme provides mentoring and diversionary engagement programmes, training and personal development opportunities.
- **'Mini Police'** - Aimed at 9-11 year old children, this is an interactive programme designed to engender positive role models within the police service for children who are schooled in areas of deprivation, high unemployment and low aspiration.
- **'Police Cadets'** – for young members of the community aged 14 to 18 who are encouraged to play a vital role in community events and crime prevention.



### **Early Action Together (ACE) National Programme**

The force is part of an all-Wales Collaborative Programme with Public Health Wales aimed at tackling adverse childhood experiences. The Early Action Together programme aims to provide appropriate early intervention responses through an informed approach. Gwent Police has been focusing on developing an evidence base of what works from the responses from education, policing and the wider statutory and voluntary sector. The approach will be developed, monitored and evaluated in two pathfinder schools with a view to developing a framework for an effective Gwent wide model of practice. In Gwent, a focused delivery plan has been developed with partners and over 300 frontline

officers have now been trained in the ACE approach.

### **All Wales School Liaison Core Programme (AWSLCP)**

The AWSLCP is an example of Partnership Working between the Welsh Government and the four Welsh Police Forces and consists of a series of Crime Prevention Inputs / lesson deliveries and Supportive School Policing Initiatives that aim to educate children and young people about the harm substance misuse can cause to their health, their families and the wider community, promote the principles of positive citizenship through the medium of education, and achieve a reduction in the levels of crime and disorder within our young communities.

The AWSLCP is delivered by 14 specialist fully warranted School Community Police Officers (SCPOs) in all Primary and Secondary Schools across Gwent as well as a number of other special educational settings. The SCPOs form part of neighbourhood policing teams who deliver a programme consisting of a series of Crime Prevention inputs / lesson deliveries and Supportive School Policing Initiatives.

### **Missing Children**

We will focus on assessing and reducing the risks to children who frequently go missing and those at risk of child sexual exploitation. We recognise that working in partnership in this area is essential and the Missing Children's department comprises of a multi-agency team that focuses on 'Breaking the Cycle' of missing episodes. The team intervene with the family or child to stop the underlying cause of the child going missing. Police, Social Workers, Health, Education and third sector organisations work together in a central hub and collate information about children that have been reported missing to Gwent Police. The skills and experience of the varying agencies in the team are used to illicit information from the young people in return to home debriefs/interviews. This information is then used to reduce the risk posed to the child through a multi-agency safeguarding approach.

The department has also undertaken to train licensees and landlords, police officers, staff from hostels and care homes, and street pastors to both prevent further harm to potential victims and

build trust in the police to report crimes or those at risk of harm.

### **Focus on Older People**

The Force expects demand linked to adult protection to increase in the medium to long term. The main areas of risk for older people are anti-social behaviour, domestic abuse and financial abuse. Vulnerability is now assessed at first point of contact through our Victim Risk Assessment process and we are working with our partners through the Protection of Vulnerable Adults (POVA) process to identify and prevent further abuse through an effective multi-agency approach.

### **Serious And Organised Crime (SOC)**

Organised crime groups engage in a wide range of crimes including human trafficking, drug dealing, money laundering and child sexual exploitation. We will continue to work in partnership to identify these criminals and prevent harm by disrupting their activity and confiscating their profits.

Through the use of the Proceeds of Crime Act and other effective legislation we will deprive them of access to legitimate enterprises. The proceeds of crime recovered from these criminals will then be used to make a positive difference to local communities through the PCC's Partnership Fund. The fund assists local charities, voluntary organisations and community groups involved in activities that have a positive impact on preventing crime and anti-social behaviour. These charities also provide better opportunities for some of the most vulnerable or excluded people in the community.

We are also now working in closer partnership to enable disruption. The Force has a centrally managed Intelligence Triage Team who assess and action intelligence appropriately. The intelligence products arising from the Unit feed into our operational meetings and the SOC Partnership Board.

At the end of 2018 Gwent Police launched its new Serious and Organised Crime Strategy, Operation Jigsaw. The aim of the Strategy is to tackle and reduce the level of serious and organised crime affecting Gwent and its communities by working in collaboration with partners to deliver better outcomes for the public. Priorities within the Strategy focus on Modern Day Slavery and

Trafficking, Cybercrime and Financial Crime, Drugs and County Lines. Using this strategy the Force has undertaken various operations to disrupt criminality affecting our communities and we have achieved significant drug seizures and large cash and arms seizures.

This work is further assisted by the work of our new SOC Co-ordinator who is working towards the following outcomes:

- Educating children in schools about the realities of gangs, crime and violence
- Educating people working in partner organisations about gangs and violence, and how to work better together to tackle the issues
- Provide new interventions for children who are considered high risk/on the cusp of involvement in gangs/crime/violence
- Develop a model of community resilience which results in active participation from the community in tackling the issues which allow gangs and violence to exist
- Develop local partnership arrangements relating to SOC prevention/intervention

To date we have seen very positive results. For example we have held, amongst other things, a 'connecting café' event to discuss serious and organised crime with residents in targeted areas. Local residents came together to share a range of experiences and discuss ways in which they can work as a community to reduce the impact of SOC. With the help of these communities and partners, we can continue to co-ordinate a problem solving approach to tackle organised crime groups.

We also work with TARIAN, the Regional Organised Crime Unit dedicated to dismantling organised crime groups across southern Wales to prevent the growth and criminality of these groups.

A Gwent County Lines Profile has been developed and shared with the National Crime Agency and a regional working group has been established to examine and analyse county lines networks across the Welsh region.

### **Cyber Enabled Crime**

We live in a world that is increasingly digitally enabled and globally connected. Cybercrime cuts across all aspects of criminality and this is having a large impact upon policing. This can be seen in the



terrorist threat, organised crime, child sexual abuse, people trafficking and fraud. Our Cyber Crime Unit will be working as part of a local, regional, national and international response to identify and prevent cyber criminality.

Gwent Police will ensure that our communities are informed and empowered to utilise online technology safely. For example we will continue to run our safety awareness campaigns, distribute safety leaflets, and carry out activities with the National Policing Agency to help business and industry partners guard against Cybercrime. The Force website provides information and advice on many aspects of prevention and advice on online safety.

The force dedicated Cybercrime Unit includes digital forensic officers and digital media investigators, the Fraud Investigation Unit, High Tech Crime Unit, PoLIT (the team identify suspects who possess/distribute indecent images of children) and the Intelligence Triage Unit. We are continuing to invest in technology to further develop our intelligence and understand the level and nature of threat to enable us to target offenders.

In addition, the Force has introduced a Cyber CSO. This is a member of police staff who provides a visible presence to the online community. The Cyber CSO provides advice to officers who are dealing with online offences and provides prevention advice to victims and community groups in relation to online crime.

The Cyber CSO has also increased the capacity and expertise available to support victims of cyber hate and offers prevention and safety advice. All cases of online hate crime are referred to the Cyber CSO. Online hate crimes that are perpetrated by and against children are additionally referred to both the local Schools Liaison Officer and the force's Missing Children Team to cross reference with their 'at risk' children.

### **Specialist Capabilities**

#### **Firearms**

Armed policing is delivered through the Regional Joint Firearms Unit (JFU) which provides support to the three southern Wales forces. Core areas of demand specific to the JFU are firearms incidents, terrorism, and organised crime. The JFU's mission

has been defined as 'Keeping the Region Safe' and its purpose falls into three main headings:

- **Preservation of life and public safety:** providing an armed response to incidents requiring an armed resolution;
- **Terrorism and Organised Crime:** delivering a range of specialist tactics to prevent, deter and disrupt higher level threats to the region;
- **Supporting normal Policing:** providing assistance to forces on local policing priorities.

The Unit also has close links with other Regional Intelligence Units such as TARIAN, ROCU and WECTU and meet on a regular basis to assess threats. Reassessment of threat is a continual process and all firearms response plans are continually updated.

A review of the Unit has been undertaken which will seek to address an increasing rise in demand. The JFU is also ensuring that it is at optimal establishment levels through a rolling succession planning programme.

#### **Counter Terrorism**

Gwent Police works alongside other forces and national and regional partners to tackle threats and prevent activities of terrorists and domestic extremists. In particular we will continue to support the efforts of the Wales Extremism and Counter Terrorism Unit (WECTU) in responding to threat. We will also continue to work with our communities to prevent extremism.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST) of PURSUE, PREVENT, PREPARE, PROTECT. However, to prevent counter terrorism we need the help of the public and businesses as they are often the first people to spot signs that something is wrong. To assist, training has been undertaken by people working in shopping centres, cinemas, sports stadiums and other businesses throughout Wales to look out for suspicious behaviour.





## 6 | Priority 2 - Supporting Victims

Supporting the needs of victims and witnesses is an essential part of our policing. The consequences of crime for a victim may include emotional, physical or financial harm. That is why we will prioritise preventing crime happening in the first instance. However, unfortunately we cannot stop all crime and when this happens we will ensure that victims are treated with respect and offered the necessary support that they need, especially those identified as vulnerable or of the greatest need.



We recognise that the needs of victims are diverse and dependent upon individual circumstances and working with our partners we can refer victims to support tailored to their specific needs.

The Force will also continue to work closely in partnership with the Crown Prosecution Service, the courts, the National Probation Trust and the local Community Rehabilitation Company to ensure an efficient, effective and supportive service for victims and witnesses. All victims of crime will be offered a contract which will outline the steps the officer and the force will take on behalf of the victim, including when and how they wish to be contacted. The Force's newly formed Victims Board will review our performance and service delivery for victims and witnesses.

We will also continue to further develop a Restorative Justice approach to dealing with a range of offences in support of victims' wishes and without the need to go to court in certain cases.

Further, we will continue to survey victims of crime to find out how satisfied they were with the way we dealt with their case. This will enable us to monitor our victim support and we will implement learning if victims are less than satisfied and feel they have not received the support that they deserve.

### Investigative Strategy

A new Investigative Strategy has been implemented across Gwent Police which aims to significantly reduce the amount of secondary investigations and ensure that investigative resources are aligned to demand. The strategy aims to ensure that investigations are allocated to the most appropriate resource and are based on seriousness and complexity rather than crime type. A training package on the new strategy has been rolled out across the force and the new Strategy is being implemented. Investigations are subject to a minimum standards expectation and there are local performance measures in place to support this.

### First Point of Contact

The force has been investing consistently in improving the quality of service provided at the first point of contact. Training and supervision of call handlers has received extensive focus. This has resulted in a rise in the number of calls resolved without the need to send an officer which has allowed officers to focus on emergencies and helping people. Call quality has also improved by staff taking more time to gather detailed information in order to ascertain the correct response. Further, call waiting times are also significantly improving.

In addition to responding to emergency calls, Call Operators also aim to identify vulnerability. This allows us to offer referrals to victim support services and prioritise service at the earliest opportunity. Call handlers use a question-set based on Identifying Threat, Harm, Risk, Investigation, Vulnerability, and Engagement

(THRIVE) to prioritise services for the victim from the first call.

### **'Connect Gwent'**

The Force is clear that we will put victims first and that they are at the heart of everything we do. 'Connect Gwent', is a victim's care service for all victims of crime and has been the first multi-agency service of its kind in Wales. It brings together a range of agencies to enable us to ensure that victims are supported inside and outside the criminal justice process.



The Hub supports victims of crime for as long as they need with practical or emotional support from specialist staff from a wide range of approved partner agencies to ensure that victims receive the support they need.

### **CARES**

Gwent Police uses a system called CARES to manage its crimes (Contract, Assessment of needs, Report of investigation, End of investigation, Supervisor review). The CARES process includes a contract with victims that agrees method and timeliness of updates, including when we charge or bail a suspect. Victims' needs are assessed to consider enhanced services, special measures or other support. The 'CARES' programme is a clear service standard for Victims of Crime that clarifies the key elements of the Victim's Code. The Code explains what information and support victims can expect from criminal justice organisations.

### **Community Resolution**

Victims sometimes prefer a faster and more effective solution to their complaint rather than taking the matter to court. Community Resolution is a way of dealing with low-level crime and anti-social behaviour which enables victims of these crimes to have more of a say in the punishment of their offender. Officers now have the capacity to present a list of out-of-court options to victims so

that they can choose how the offender can be dealt with when they commit low level and minor crimes. Community Resolution allows us to put the needs of the victim first and empowers victims to take instant action.

### **Transforming Summary Justice**

Transforming Summary Justice (TSJ) has intended to improve the timescales and the file content for cases listed at the Magistrates Court, and also how cases are dealt with in the courts. The Force receives monthly updates on performance which measures areas such as vacated trials, ineffective trials, cracked trials and guilty plea rates at the first hearing in the Magistrates court.

Monitoring of the TSJ requirements has become embedded into the daily processes across the Force. This ensures that we are continually delivering a timely quality product to the Crown Prosecution Service with the aim of achieving a guilty plea and justice for the victim at the earliest opportunity.

### **Witness Care Unit**

The aim of witness care unit is to provide a single point of contact for victims and witnesses for information about the progress of their cases and to minimise the stress of attending court. Witnesses are essential to successful prosecutions and we are committed to making the process as straightforward as we can. The Units are jointly staffed by our staff and the Crown Prosecution Service and provide information and support as outlined in the Code of Practice for Victims of Crime. The Unit will provide a single point of contact for victims and witnesses and a dedicated witness care officer will guide and support individuals through the criminal justice process and beyond.

### **Human Trafficking and Modern Slavery**

Gwent Police are working hard to enhance our response to tackling human trafficking. We will continue effective awareness raising to promote early victim identification, staff training, and intelligence gathering while working with partners in local authorities and community based support services to ensure victims' needs are met.

Human trafficking is one of the force's top priorities and we have recently established a dedicated MSHT team, which focuses on all



aspects of MSHT, including educating front line officers, safeguarding, and enforcement.



Since the launch of our MSHT team, the number of crimes, intelligence logs, referrals to the National Referral Mechanism, have all increased due to better reporting. Over 1200 officers and staff are now trained, compared to 374 before the team was in place.

We will also continue to identify and map businesses known to associate with modern slavery and human trafficking. We routinely visit these premises with partner agencies to disrupt activity and decrease opportunities to exploit vulnerable groups.

### Serious Sexual Offences

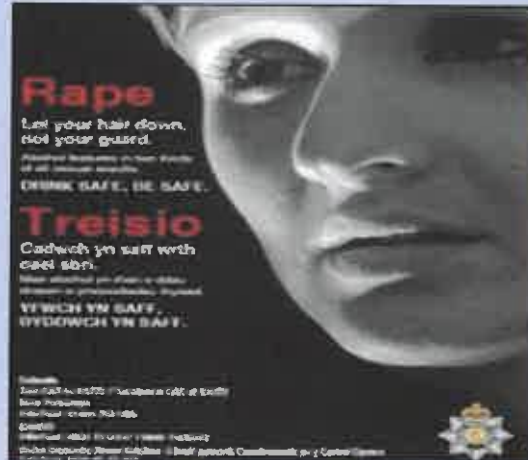
We will continue to encourage the victims of sexual crime to come forward to report to us, and we will endeavour to provide the highest standards of investigation and quality of service to victims.

Together with our partners, immediate help and support is delivered by the Sexual Assault Referral Centre. This is a special facility where recent female or male victims of rape or sexual assault can receive care.

We will investigate these crimes thoroughly and will support vulnerable victims through the criminal justice process.

Gwent Police continues to work closely with key partners through Multi Agency Public Protection

Arrangements (MAPPA). This joint working protects the communities we serve by preventing registered sex offenders from re-offending through implementing effective risk management plans across all agencies.



We will also work with partners and the community to raise awareness of the law on rape and sexual assault to influence behavior and our rape prevention campaigns aim to increase understanding and improve reporting.

### CHILD PROTECTION

#### Child Sexual Exploitation (CSE)



Preventing this horrific crime means whole force awareness and the help of our communities and partners. While our dedicated Child Sexual Exploitation team will continue to work hard to identify perpetrators and put them before the courts, our neighbourhood officers also focus on vulnerability and provide intelligence to the CSE team.

The force has effective relationships at operational and strategic levels with key partners from the statutory and third sectors. At the strategic level, Gwent Police is an active contributor to the work of the South East Wales Safeguarding Children's Board, which has a multi-agency CSE sub-group and action plan. Each local

policing area Public Protection Unit has a CSE champion at Detective Sergeant level who promotes awareness of CSE/CSA issues in their area. In addition, the team invite social workers join their visits to the homes of those suspected of being involved in the making and distributing of indecent images of children. This enables closer partnership working and better protection for vulnerable children.

A monthly Multi-Agency Sexual Exploitation (MASE) meeting also enables regular information sharing and action planning to tackle child sexual exploitation (CSE). The meeting discusses referrals of concern which have been received by the agencies at the meeting.

We want more children to be confident in reporting crimes and will continue to support the delivery of the All Wales Schools Liaison Programme to raise awareness.

The Force will also work in partnership with relevant agencies, cyber experts and national and international partners to utilise technology, techniques and methodology to investigate and capture those who exploit cyber networks to sexually abuse children.

The Force website gives advice on the signs of child sexual exploitation and how to educate young people of the dangers to prevent this crime happening. In addition, the Child Sex Offender Disclosure Scheme allows parents, carers and guardians to formally ask the police to tell them if someone, with access to a child, has a record for child sexual offences.

#### **Operation Encompass**

As part of the Early Action Together programme, the Force has rolled out Operation Encompass, whereby a school will be informed by 9am the following day if a pupil has been a victim or witness of Domestic Abuse. This plays a vital role in reaching out to children and young people who may be silenced and not able to ask for the help they need.

#### **Domestic Abuse and Violence Against Women**

Domestic abuse affects people of all generations from the very young to the elderly and frail. Gwent Police works closely with other agencies to protect

and support victims of domestic abuse, Honour Based Violence, Forced Marriage and Female Genital Mutilation. We want to reassure the public that reports made to us will always be taken seriously and victims will be treated sensitively. Our joint victims' care service 'Connect Gwent' signposts support for victims of domestic abuse, and we are also working with partners to develop better integrated working practices.

The Domestic Violence Disclosure Scheme, known as 'Claire's Law', allows us to inform individuals of convictions or concerns they may have about their current partner. This scheme has allowed the force to take a proactive response to managing risk and provide disclosures that have had a real potential to save lives. The scheme also enables us to better engage with potential victims either at an early stage of the cycle of abuse or before it has had the opportunity to begin.



The scheme compliments our work with partner agencies within our Domestic Abuse Conference Calls (DACC) where we continue to share information on a daily basis and assess risk of all domestic abuse cases within the force. The combination of both processes allows support plans to be in place at an early stage to enable better safeguarding of victims and their families.

We are also using Domestic Violence Protection Notices (DVPN) and Orders to provide victims with immediate protection following an incident of domestic violence and to give them time to consider what to do next. DVPN's enable us to put in place protection for the victim in the immediate aftermath of a domestic violence incident. In addition, a coordinated approach has been developed towards perpetrators who present an ongoing risk of violence with the aim of reducing the rate of offending.

#### **Stalking and Harassment**

Stalking is one of the most frequently experienced forms of abuse and it destroys lives. It is terrifying and can escalate to rape and murder and Gwent Police treat stalking with the seriousness it deserves. Stalking is a pattern of repeat and



persistent unwanted behaviour that is intrusive and engenders fear and happens when one person becomes fixated or obsessed with another and the attention is unwanted. Threats may not be made but victims may still feel afraid. Even if there is no threat at this time it is still a crime.

Stalking may not always be physical. New technologies and social networking sites can facilitate harassment, enabling stalkers to impersonate another on-line or to send or post hostile material, misinformation and false messages to trick other internet users into harassing or threatening a victim. We will protect and support all victims of stalking and urge victims to report incidents at the earliest opportunity.

### **Helping People with Mental Health problems**

It is thought that one in four people in any year in the UK will experience mental health problems. This means that Gwent Police face an increasing demand from people suffering from mental health issues.

Partnership working is essential in this area and regular multi-agency meetings are held with our healthcare partners to improve our response together. The force has partnered with mental health services so that it can send an officer with a mental health practitioner to incidents involving children and young people, who may be experiencing poor mental health, to help prevent these people being taken into police custody as a place of safety.

Emergency calls to the Force are also monitored by a Mental Health Triage Team who work alongside staff in the control room to assist them in managing risk and harm to those with a mental illness or suffering a crisis. The team now arrange assessments with the three crisis teams, psychiatrists, GPs, Psychiatric Liaison and Community Mental Health Teams.

The Mental Health Triage Team has specialist access to both the Force's and the Health Board's computer systems, allowing them to build a picture of the incident and the people involved. Information, advice, guidance and direction can also be provided to officers and staff by the specialist. This enables early intervention in mental health related incidents before crisis point is reached.

The project is part of the commitment of the PCC and Gwent Police to support the key principles outlined within the Wales Mental Health Crisis Care Concordat. This is a joint agreement between the Welsh Government and 28 key organisations and partners throughout Wales which highlights how they will work together to help people going through a mental health crisis. It also aims to help reduce the number of people detained inappropriately in police cells and sets out the standards of care that the public should expect if they experience a mental health crisis.

The Force recognises that members of our staff may also suffer from mental health. A Mental Health Support Group meets quarterly to help officers and staff who are experiencing mental health problems and the Group provides a safe supportive environment for members to share their personal experiences.

In addition, we have an Employee Assistance Programme which provides staff and officers with emotional and practical support for issues at home or work. The programme offers a comprehensive set of services designed to help provide a balanced and healthy working environment within Gwent Police.

# 7 | Priority 3 - Community Cohesion

A cohesive and integrated community means that people are better informed, support and trust each other and feel safer and more secure in their neighbourhoods. It also means that people feel better about the circumstances in which they live and feel positive towards other people, including the statutory services that serve them. A more cohesive community can help tackle anti-social behaviour, hate crimes, provide intelligence and help to tackle violent extremism.

However, there are many challenges to this in Gwent. The county is economically and culturally diverse, with some areas below the Welsh average for gross weekly earnings, and large rural areas. We have an ethnic minority population of around 3.9%, rising to around 10% in Newport. Newport has the highest proportion of people from a non-White British background in Wales, bringing different cultures and languages and it is also one of Wales' four Border Agency dispersal areas for Asylum Seekers.

Certain communities are therefore less cohesive than others and a lack of cohesion can be the result of numerous problems. These include deprivation, isolation, anti-social behaviour, a lack of facilities, a high turnover of residents or increased immigration. Some communities may also mistrust the police more than others. Differences between people may also go much wider than age, race or faith.

This is therefore a complex issue and as our policing depends upon the support of the communities we serve we need the help of our partners and the public to make our communities stronger.

Confidence and trust in the police is vital if we are to receive community intelligence and the cooperation necessary to discourage offending

and enhance cohesion. We know that this confidence can only be achieved through consistent and effective engagement, strong partnership and multi-agency working, impactful policing, visibility and accessibility.



## Equality and Diversity

Equality and Diversity is a key aspect of policing with consent. In October 2010, the Equality Act introduced a Public Sector General Equality Duty, which requires Gwent Police to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

There are 9 Protected Characteristics under the Equality Act; Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.

We have a Joint Strategic Equality Plan with the PCC which includes key objectives around areas such as employment, stop and search, hate crime and domestic abuse. These objectives demonstrate our commitment to ensuring that we consistently treat our colleagues and the public



with fairness, dignity and respect and that our policing activities are carried out in a way that is lawful, proportionate and non-discriminatory. The PCC will hold the Force to account on these objectives by scrutinising and monitoring delivery of our action plan.

### **Hate Crime**

We believe that the force has a good response to Hate Crime. Only 1.3% of all crime in Gwent is hate related. Race related crimes account for the majority of hate crimes, with transphobic related hate crime showing the biggest percentage increase over the last year, although crimes are still small in number.

Each Local Policing Area has a multi-agency forum to deal with complex or high risk hate crime cases, either in isolation or alongside ASB/repeat victim incidents. Crime and Disorder Reduction Officers (CADROs) retain local oversight of hate crimes in their area and the force places all hate crimes on the Daily Management Meeting for scrutiny by senior management.

The force also employs hate crime support officers (HCSOs) who are volunteers from the force who take on the role in addition to their day-to-day duties. The HCSOs are allocated to individual crimes and their main areas of responsibility are:

- maintaining regular contact with their allocated victims;
- referring victims and witnesses to specialist agencies as appropriate;
- working with local policing teams to establish and maintain links with hard-to-reach communities;
- providing advice and guidance to investigating officers; and,
- encouraging the reporting of hate incidents and crimes.

We believe that the introduction of HCSOs has positively affected the experience of hate crime victims in Gwent. In addition, the Diversity and Inclusion Unit carries out a daily audit across recording systems to identify any hate related incidents and the team also makes decisions regarding the provision of information to hate crime victims. Information leaflets sent to victims are tailored to the circumstances of the victim, including their first language and whether it is

appropriate to send information by letter to particular victims.

### **Identifying Our Communities**

What affects cohesion in one area may not be relevant in another. We will therefore continue to rely on the information given to us by the public, our community cohesion team and local area police teams to understand our neighbourhoods and the issues they face. If any divisions or tensions are identified we will implement appropriate remedial plans to achieve positive outcomes. The Force will also continue to monitor community tensions as to the potential of Threat Risk and Harm to individuals, communities and organisations through its intelligence function and will be cognisant of any national or international events which may threaten cohesion. Early intervention action will be undertaken to prevent incidents escalating.

In addition, we will monitor protected characteristics both internally and externally so that we can focus relevant engagement and support where it is needed.

### **Integration**

In the past decade, the United Kingdom has seen a significant increase in the arrival of individuals seeking political asylum in the country. However, individuals arriving to the UK often have little knowledge of their rights and responsibilities, particularly with regard to sensitive quality of life issues such as not having to experience racial abuse or suffering forms of domestic violence which they may be reluctant to report.

Through a problem solving partnership approach, the Policesol Training Programme addresses concerns by effectively providing asylum seekers and refugees with information in a constructive, learning environment. We have therefore delivered Policesol courses to refugees living in Gwent, improving their understanding of UK culture, policing and legislation with the aim of improving integration and community cohesion.

### **A Diverse Workforce**

Gwent Police aims to have a workforce representative of the communities we serve. Targeted positive action has increased our BAME officer representation but we still have specific gaps in representation that we are actively

endeavouring to fill, specifically Black and Asian women. We will continue with targeted advertising and promotion and will support BAME applicants at every stage of the recruitment process. We have also developed links with BAME students union leads in order to prepare for the changes in recruitment processes.



### **Communication and Accessibility**

A vital part of community engagement is communication. As well as being physically visible within the community we will improve our communication so that residents know what's happening in their area in terms of crime, police activity and criminal investigations. 'Gwent Now' is an efficient and effective communication system designed to keep the residents of Gwent informed about the latest crime notifications and crime prevention advice for their communities. Information is also available through the Force website and social media and neighbourhood policing teams provide telephone, internet and face to face contact and interaction. We particularly want to reach those who are under-reported and with protected characteristics and will monitor methods of access. We will keep improving all forms of contact to make it easier for everyone to get in touch. Ultimately we want all our communities to feel that their voices can be heard.

### **Safer Gwent**

The Safer Gwent group works with Gwent Police and key community safety partners across the five local authority areas and provides an organised and joined-up approach to achieve better outcomes in tackling issues such as anti-social behaviour (ASB), preventing reoffending and supporting victims.

The group aims to work with member partners to collectively address regional safety issues that impact on local communities. Membership has grown considerably since its inception and the group is now made up of representatives from 30 community partners including local authorities, the local health board, registered social landlords, voluntary sector, South Wales Fire and Rescue Service, youth offending services and the probation and rehabilitation services.

Through its agreed strategic priorities and by using existing funding opportunities, Safer Gwent also supports the commissioning of community safety services and has awarded funding to a range of projects.

### **Community Engagement**

Gwent Police and the PCC will continue to engage with our communities to improve public trust and perception. Engagement can range from providing information and assurance, to empowering people to identify and implement solutions to local problems. Public interaction allows for collaborative problem solving and greater confidence when local people are involved in decisions about the issues that most concern them.

Public confidence survey work will be used not only to ensure that our service is good and provided in a professional, consistent and considerate manner, but to identify the most disengaged communities. This can then lead to the development of engagement strategies to build community confidence in the police. We are also utilising university partners for academic research into the effectiveness of our public confidence indicators which we will monitor and adjust accordingly.

### **'Your Voice' engagement survey**

Your Voice offers the public an opportunity to tell us about the issues they would like to see tackled in their communities. Your Voice surveys are



undertaken using existing social media platforms and members of the community are encouraged to choose their local priority. The public are offered a choice of pre-determined priorities which are based on threat, risk, harm, vulnerability and organised crime. Participants will also now be asked if they would like to work alongside local teams to effectively manage the identified issue. Officers and partners will then begin work to tackle these issues throughout their communities.

### **Ride Along Scheme**

The Gwent Police Ride Along Scheme enables members of the public to experience first-hand what their local officers are dealing with on a daily basis. The public are able to find out what happens when officers respond to calls, how they proactively patrol areas on the beat or how our Force Communications Suite allocates calls from members of the public.

### **Welsh Language**

Gwent Police continues to work towards the provision of a bilingual police service supporting our Welsh speaking communities. The force is implementing the Welsh Language Standards arising from The Welsh Language (Wales) Measure 2011. The main purpose of the Standards is to ensure that the Welsh language is treated no less favourably than the English language in the conduct of public business in Wales. We are working towards a culture that is proactive in its provision of Welsh language services and how we offer these to the public. All public-facing documentation and communication will be available in Welsh as well as English in future and Welsh Language sessions are being rolled out to all staff across the Force.

### **Developing Personal Resilience and Wellbeing**

It is important that we have a workforce that feels motivated and engaged. We are continuing to improve our internal engagement with our officers and staff through Digital Communications and we also monitor staff morale through staff surveys.

We recognise employees who strive to be the best that they can be through our internal reward and

recognition mechanisms and we are also committed to ensuring the health and wellbeing of our employees. We are committed to implementing the expectations set out in the Wellbeing of Future Generations Act and have a well-established health and wellbeing strategy that is supported by a range of practical measures. The Force internal website hosts the Wellbeing Zone which provides regular updates on health issues.



# 8 | Priority 4 - Tackling Anti-Social Behaviour

Anti-social behaviour involves a range of issues such as nuisance, rowdy or inconsiderate neighbours, street drinking, abandonment of cars, prostitution related activity, begging, fireworks misuse or inconsiderate and inappropriate use of vehicles. Any of these issues may cause fear, distress and alarm to an individual and is unacceptable.

We will therefore take more effective action to tackle anti-social behaviour through assigning resources to meet local demand. We will also work with our partners to agree neighbourhood strategies and objectives to prevent ASB, focusing on early intervention. We will utilise a restorative justice approach with offenders of ASB to reduce reoffending, target repeat and high volume offenders and we will focus on those most vulnerable and repeat victims of ASB.

## Improved Resources

Gwent Police will continue to invest in additional neighbourhood officers to support communities. We understand the key role of visibility in making people feel safer and more confident, whilst we are also aware of the operational need to build capability and capacity to deliver pro-active crime reduction services in our communities.

Our Neighbourhood Officer teams are located in their communities and are closer to victims and partner agencies to improve quality of service. They are based in various stations across Gwent and consist of a variety of resources including patrol officers (responsible for responding to crime), neighbourhood officers, PCSOs, Schools Police Constables and Crime and Disorder Reduction Officers (CADRO)s (responsible for Neighbourhood Policing and problem solving).

Both East and West Force areas have the specialist assistance of a supporting Detective Chief Inspector and four Detective Inspectors working 7 days a week, providing visibility as the lead investigators for each area. Many of our centralised or specialist functions are dealt with locally meaning that there are more officers on the

front line responding to demand, supporting investigations at local level and improving our investigation capability.

## Prevent and Reduce ASB

We want to stop ASB happening and will work in partnership to undertake diversionary activity and assist with the rehabilitation of ASB offenders. We will focus on the most problematic individuals, families and areas by supporting problem solving activities to tackle root causes. Through closer engagement, cohesion and communication with the public we will use community intelligence to take action against those causing the most harm.

This intelligence and information has so far been invaluable in helping us to disrupt ASB. This information has led to warrants being carried out, the disruption of low level crime through to serious organised crime and the recovery of substantial amounts of drugs and stolen goods. Information has also led to closure orders being applied and offenders evicted from premises.

A multi-agency approach will be taken to engage with young people to prevent crime. Problem solving groups at all levels of Neighbourhood Policing are routinely held with partners. Multi-agency initiatives include targeted operations identifying stores who sell cigarettes and alcohol to youths in the local community, explaining to pupils the consequences of being involved in ASB/crime and in conjunction with policing teams, Schools Liaison and youth organisations, motivating youths through school holidays with numerous activities and programmes.

For example, Positive Futures is an inclusion programme using sport as a tool to prevent and divert young people from involvement in crime and anti-social behaviour. The scheme, funded by Gwent Police and Crime Commissioner, focuses mainly on ten to nineteen year olds who are at risk of being excluded from school, not gaining qualifications and in some cases at risk of drug and alcohol misuse. It provides mentoring for young people and diversionary engagement



programmes, training and personal development opportunities which can lead to qualifications or employment.

### **Safer Neighbourhoods**

We are working with landlords, councils and community housing across Gwent to tackle a range of anti-social issues and improve communications and partnership working. Initiatives such as this will enable landlords to enforce tenancy agreements more effectively. High profile activities, such as joint community walkabouts, will build trust and relationships with residents, offering them reassurance that community safety is a priority. This trust is vital as residents are often called upon to provide evidence in anti-social behaviour cases.

We use a multi-agency approach to ASB to develop a consistent end to end approach. This enables all those involved to be clear about the whole process and the part they specifically play.

We have also focused our attention on our effectiveness in being able to assist, support and resolve the issue for the victim whether through support, intervention, problem solving or investigation. Working together we have developed a consistent approach across the whole region.

### **Night Time Economy**

Our Harm Reduction Officers work primarily with partner agencies across Gwent to tackle and reduce crime and disorder linked to licensed premises. They also work on the Safer Gwent schemes which include bringing together organisations which include taxi companies, takeaways, pubs, door supervisors and street pastors, with Gwent Police and local councils.

Recognising the link between alcohol, disorder and violent crime, our officers work with Licensing Officers to apply greater scrutiny to licensed premises issues. They carry out multi-agency operations and test purchases, collect seized drugs from premises, assist with PubWatch and prepare operational plans for large scale events. We have also worked with licensees within three of the five local authorities in the roll out of acid attack kits and there is an appetite to roll this out further.

Officers in Gwent have also been using a roadside drug test called a 'DrugWipe' which uses a saliva sample to test for the likes of Cannabis and Cocaine. The test shows a valid reading within as little as 8 minutes and if positive officers will take the motorist to a police station for a blood test, which will be used in any prosecution. The test is a big step forward in bringing more drug driving criminals to justice.

In addition, the Force issues a take-home kit to help safeguard those leaving custody and struggling with addiction to Class A drugs. The kit includes a medication known as Naloxone, which temporarily reverses the effects of drugs like heroin, morphine, methadone, codeine etc.

### **Victims**

Anti-social behaviour damages quality of life and often leaves victims feeling helpless and distressed. We will continue to focus on victims, providing support and using all legislative powers available to us. The Anti-Social Behaviour, Crime and Policing Act 2014 gave the police effective powers to provide more protection for victims of ASB. In particular we will promote the use of the Community Remedy and the Community Trigger procedures to deal with ASB and low level crime.

The Community Trigger provides an opportunity for victims of persistent anti-social behaviour to request a review of actions taken by agencies when they feel they did not get a satisfactory response. The Community Remedy is intended to give victims more say in the punishment of offenders out of court. It provides a list of the out-of-court punishment options available to a victim to enable them to choose how an offender can be dealt with when they have committed a minor crime or anti-social behaviour.

### **Community Safety Hubs**

We have created community safety hubs in each of the five local authority areas where policing partners co-locate to share information and address local issues. This is further enhanced through regular partnership tasking meetings to tackle common themes which includes repeat victims, repeat offenders, frequent callers and crime and ASB hot spot areas.





## 9 | Priority 5 – Effective Service Delivery

### **Delivering An Effective Response**

Our plans for effective service delivery remain strong. The Force has undertaken significant change over previous years to enable us to deliver an effective service now and in the future and we are seeing positive results.

These results have been assisted by an increase of 6.99% in the precept in 2019. The Police and Crime Commissioner for Gwent sets the force budget, allocates grant funding, commissions services and determines the precept, the police element of council tax. The decision to increase the precept was not taken lightly and consideration included consultation with the public, an acknowledged rise in demand on police services, the changing nature of crime and ensuring Gwent Police meets its national responsibilities and Strategic Policing Requirement responsibilities.

The force will use the precept to increase the amount of neighbourhood police officers and those in the public protection teams, which will serve all parts of Gwent. It will also be used to introduce transformative changes that will significantly improve our service delivery.

Our change management team will continue to identify how the Force can function better for less. By understanding our demand, implementing improvements to the way we work and realising opportunities to work with other organisations we aim to minimise the impact of cuts on the police budget and improve our services.

Effective financial planning and oversight from governance boards and the Office of the Police and Crime Commissioner will ensure that investment in local policing is undertaken in the most efficient and effective manner.

### **Improving Communication and Engagement**

We are continuing to improve how we engage and communicate with our communities. It is vital that we are accessible to the public and we are therefore giving more choice as to how people want to be kept informed. We are providing appointments, contact points and police surgeries across Gwent to enable people to meet with us face to face and front counter services are available at many of our police stations.



We greatly value the public's opinion and our website enables this interaction online, in addition to the new Social Media Desk that provides online access 24/7, seven days a week. We have a 'rate my service' facility on the Force website and also undertake public confidence and victim satisfaction surveys. The Force also provides updates on the latest news, appeals and events on social media and we are encouraged that we have a high number of followers on our sites.

### **Changing Policing Through Technology**

The nature of policing is changing and better use of technology will enable the organisation to become more efficient, keep officers on the frontline and provide a better service to the public. For example, the Force has been investing in body-worn video cameras for frontline officers and mobile devices linked to police systems. This enables faster incident resolution and response times as officers can carry out a range of duties without the need to return to a police station.

We have a comprehensive strategy for investment in ICT which has included the introduction of a new Command and Control system and our Digital Strategy aims to maximise benefits by reducing our paper retention through the digitalisation of records. Other systems are in place to understand workforce gaps and capabilities which enables us to match operational skills in real time to demand and enable longer-term planning and deployment of resources.

The implementation of the Criminal Justice Efficiency Programme will enable digital working in the court room, streamlined digital crime files, virtual courts and live links. In addition, we are working with other law enforcement organisations to improve communication and reporting, intelligence and information sharing. The Force is also part of the Police ICT Company Ltd which has been established to provide PCC's and forces with better value for money for their ICT spend. We are therefore investing for the future and will be continuing to implement large programmes of work to enable us to work smarter.

#### **Working in Partnership**

Working in partnership is central to our commitment to improving efficiency and effectiveness to achieve better outcomes for Gwent's communities. We have developed strong working relationships with partner agencies including: Criminal Justice, the Health Service, local authorities, HM Prison Service, the Fire Service, the voluntary sector and other regional and national law enforcement agencies.

We also have strong sustainable partnerships that enable us to be effective in tackling crime and ASB and providing services to victims.

In addition, we have built effective long term collaborative arrangements with other Welsh forces. Collaborative arrangements include:

- **Joint Procurement Unit** - The three southern Wales forces—South Wales Police, Dyfed-Powys Police, and Gwent Police—together spend approximately £130 million per annum on a diverse range of requirements, including computer equipment, police cars, medical services, and facilities management. The three forces have been operating under a single strategic lead for procurement since 2012 and have made significant progress in collaborative procurement to realise significant savings.
- **TARIAN** – the regional organised crime unit that identifies, disrupts and dismantles organised crime
- **Joint Firearms Unit** – The Unit encompasses Gwent Police, South Wales Police and Dyfed Powys Police
- **WECTU** - Wales Extremism and Counter-terrorism unit.
- **Joint Legal Services** - In collaboration with South Wales Police, the Joint Legal Services department has been in operation since 2010. The team provide a wide ranging service to the Chief Constables and Commissioners for both forces under four key work stream areas: Litigation, Operational Policing, Employment and Corporate.
- **Joint Scientific Investigation Unit** - providing forensic support services as a collaborative unit for South Wales and Gwent Police forces, the Unit brings together the latest forensic processes and resources into a purpose built unit at South Wales Police Headquarters in Bridgend. The JSIU, along with the other Welsh Forces, is a participating member within the National Transforming Forensics Programme.
- **Digital Services Provision** - Both South Wales and Gwent Police are committed to the development of digital policing. We recognise the growing prominence that information technology will have on service delivery over the next decade and beyond. The Digital Services Division is a collaborative unit delivering a progressive digital policing and information technology programme aimed at



improving service delivery to communities across southern Wales.

By working in partnership we are able to share resources and also obtain a clearer picture of our communities rather than from the perspective of just one agency. This ultimately enables us to generate better results for local people.

### **Ethics and Integrity**

Confidence in the police is dependent upon many factors, such as Interaction with an officer, the person who answers a call or feedback on action taken. This is why our values are important to the force. Our officers and staff have a responsibility to adhere to the values of the Force and the standards of behaviour expected of them. These are set out in the Code of Ethics.

Openness and transparency are crucial to maintaining the public's trust and we will robustly and fairly address performance or conduct issues where an officer or staff falls below the standards expected of them.

In addition, the public must be assured that reported crimes are accurately and ethically recorded and our Chief Constable is working hard to ensure that the reporting and recording of crime is consistent and routinely monitored.

### **Gwent Police Estate**

The force has commissioned the building of a new Headquarters to replace the current facilities, which are over 40 years old. Building a new HQ is more affordable than maintaining the existing building. The new HQ will provide more economical running costs than the current site and come with reduced maintenance costs.

In order to reduce the overall footprint of the new HQ site and to minimise running costs, Gwent Police has invested in new technology to facilitate agile working. This includes the issuing of modern laptops and the design of open plan offices as standard. The force established a HQ working group to take account of the needs of staff in the designing of the new building.

### **Strategic Policing Requirement**

The Home Secretary's Strategic Policing Requirement (SPR) sets out the national threats to

which the police service must have the capability and capacity to respond. The Home Secretary has set out the expectation for responding to the national threats of terrorism, serious and organised crime, child sexual abuse, cyber security incidents, public disorder and civil emergencies in the National Security Risk Assessment. The force will work to improve our response both locally and nationally and will continue to map our capability across all other elements of the SPR.

### **Performance**

The Chief Constable is responsible for the performance of the Force and is held to account by the Police and Crime Commissioner on behalf of the people of Gwent. It is therefore important that effective performance arrangements are in place to assist the Chief Constable and the PCC in discharging their duties of monitoring and assessing how well the organisation is performing.

A new governance framework has been implemented which aims to be transparent, accessible and provide a clear overview of accountability. It also aims to ensure that the organisation not only delivers on the PCC's priorities, but that sufficient oversight and monitoring is undertaken of all core areas of the force.

In addition, the force provides quarterly performance reports to the PCC for his scrutiny. Performance is also monitored throughout daily work, from management meetings reviewing actions being undertaken, tactical meetings at local neighbourhood level, to strategic meetings with senior officer teams. Behind this our teams of intelligence analysts and researchers constantly feed into performance reporting not only to highlight how well the force is executing its duties but to monitor crime levels, trends and assist ongoing operations.

Gwent Police is also subject to a number of inspections and reviews by external bodies such as Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Wales Audit Office. We also undertake internal and external surveys and invite the public to give us feedback through various media.

# 10 | Next Steps

The following outlines a selection of work that will be undertaken by Gwent Police over the next year to improve service delivery, provide value for money, increase confidence and protect the people of Gwent. Across the organisation there is a vast amount of work being undertaken and we cannot outline all that we are doing. However, the following outlines a small percentage of the work that will be doing to progress the priorities outlined with this plan:

## Priority 1 – Crime Prevention

- We aim to increase our number of crime prevention panels to prevent crime, increase public confidence and offer reassurance.
- We aim to recruit a new restorative justice co-ordinator for the force who will take forward new initiatives to improve outcomes.
- Together with probation colleagues we will review our current arrangements for IOM and WISDOM. We will analyse our current working practices, the impact of WISDOM and its demand on the police and partners and we will use this in partnership to strengthen our decision making and response. We will also agree and implement a new cohort selection matrix which acknowledges the weight that should be given to serious and organised crime, explore new ways of integrated/virtual working across multi-disciplinary teams, and evaluate and consider the evidence base from the WISDOM pilot in Caerphilly.
- We will expand our citizens in policing portfolio throughout the Force to increase such schemes as the cadets and our mini police.
- We welcome the UK Government's commitment of an additional 20,000 officer's nationally and will invest in the frontline, increasing numbers, capacity and capability to focus on visible, local policing.
- We will continue to work with partners, in particular Health and Education, to understand the demand and complexity of Serious and Organised Crime across Gwent. We will work to identify victims, those vulnerable to exploitation and develop supportive and preventative strategies.
- We will be working with the local Safeguarding Boards to develop a response to better identify and manage those at risk of Criminal Exploitation, including serious and organised crime. There will be increased intelligence sharing with partners and delivery of a 4 P approach via the local SOC partnership meetings. To enhance this we will be looking to create a Gwent wide information sharing protocol between police and partners. We will also expand our approach to include SOC related Serious Violence. We will place increased focus on financial recovery and Proceeds of Crime Act applications.
- The rural crime team will continue to engage and strengthen our links with people living in rural communities, making them feel safer through operation Nightwatch whilst enhancing public engagement opportunities through local surgeries, developing more volunteers in policing and strengthening our work with partners such as the National Farmers Union of Wales and Natural Resources Wales. We will assist in the development of community networks so that crime prevention alerts can be disseminated quickly and we will engage in a large scale and high profile property marking initiative which will assist in crime prevention.

## Priority 2 – Supporting Victims

We will evaluate the recent review of our public protection unit to ensure that we are most effectively protecting the vulnerable.

- Where necessary we will increase the capacity and capability of our Public Protection Unit to better investigate those crimes targeting the most vulnerable.



- We will continue to develop our expertise in identifying and dealing with all forms of hidden harm.
- We will monitor the experience victims have from Gwent Police through the new Victims Board to ensure that we are compliant with entitlements within the Victims Code. We will undertake a wider Victim's Services project to understand the current position and make recommendations for improvement including reviewing Connect Gwent and introducing a Victims Scrutiny Panel to review cases monthly.
- We will create an action plan from the HMICFRS report 'The Poor Relation' The police and CPS response to crimes against older people.
- The Intervention and Prevention team will support policing teams by engraining the principles of problem orientated policing throughout frontline policing to enable the development of new approaches when dealing with incidents and situations. The team will proactively support local policing areas in targeting night time economy related crime and the delivery of the crime prevention strategy through harm reduction officers. It will also further strengthen relationships with rural communities through public engagement and strong partnership working. The team aims to improve confidence, and prevent and reduce crime and disorder by developing relationships between communities and Gwent Police through programs such as Crime Prevention panels, Farm watch, Community Speed watch and Gwent Now.
- We will work with residential care homes, foster placements and other care providers to reduce the number of children who go missing repeatedly. We will work to raise awareness of the risks posed to children and communities under the Make Safe banner for Child exploitation and trafficking within the licenced community and schools as well as other Partner agencies. We will strive to identify vulnerable children at an early junction and support the building in of resilience.
- We will develop Child Protection Plans to create/replicate the Early Action Together pilots currently running in Blaenau Gwent and Newport across all 5 authorities. This will enhance partnership working and provide bespoke services to each Local Authority to greater protect children and signpost families to support agencies.
- Whilst Operation Encompass has now been embedded across all five local authorities, it will continue to form part of a wider project to protect those vulnerable to domestic abuse. This will include reviewing the potential for five 'mini' Multi-agency Safeguarding Hub's (MASH) across the five local authorities to enable the sharing of information so that risks to children can be identified at an early stage. This will link universal services such as schools with statutory services such as the police and social care.
- We will continue to implement and monitor our new Investigative Strategy to ensure that investigative resources are aligned to demand and that the quality of investigations and service to victims is improved.
- Through our cyber CSO and our POLIT team we will place increased focus on identification and prosecution of online offenders who commit and wish to commit child sexual abuse and exploitation, by working more closely with our MOSOVO team and regional resources.

### Priority 3 – Community Cohesion

- We will continue to implement the Welsh Language Standards in order to provide more opportunities to use Welsh and improve the range of Welsh language services for our staff and the public.
- We will continue to implement local bespoke community safety plans alongside partners to assist in building more cohesive communities as set out in the Wellbeing of Future Generations Wellbeing Act.
- We are committed to our Joint Communication and Engagement Strategy to maintain public confidence and trust within our communities.

**Priority 4 – Tackling ASB**

- We will assess our existing and future demand across local policing to ensure that our resources are appropriately aligned to meet that demand.
- We will continue to respond to recommendations borne out of community triggers for organisational learning.
- We will further embed and expand our Community Safety Hubs to improve information sharing and tackle localised issues including ASB.

**Priority 5 – Effective Service Delivery**

- We will review our evidence based research and horizon scanning processes to better understand present and future demand to improve our decision making.
- We will aim to improve the confidence of our communities through the effective implementation of the areas for improvement identified by the HMICFRS inspection process.
- We will use demand data and simulation tools to review our Operational Model to ensure that it is fit for purpose and that every opportunity to improve performance is maximised.
- We will implement National Enabling Projects through the O365 suite of products and use these to improve and streamline current processes. We will work with South Wales Police through the Digital Services Division to converge on processes wherever possible.
- We will implement Single Online Home to improve the experience and available services to those who want to contact us online. Single Online Home will allow us to manage our demand and improve reporting for the public.
- We will undertake work to understand our future custody requirements in order to inform our Estates Strategy and provide a safe and functioning custody environment equipped for the future.

- To enable more efficient management of property we will move our property reporting from a stand-alone system onto Niche.
- We will continue to implement our Estates Strategy to improve our infrastructure, assist wellbeing and service delivery and deliver value for money. This will include developing a new estate model, called '*Hub and Spoke*'. Policing hubs will be located on key strategic roads, enabling effective response to emergency and priority calls; the spoke element is providing neighbourhood teams with suitable locations from which they can engage locally with communities. *Spokes* are locations from which the police service is visible and accessible to local communities.

- Through our new 3 year People Plan we will undertake initiatives to understand the needs of our people and we will put in place practical ways to improve wellbeing and performance.

We will review our Ethics Committee to improve governance and ensure that ethical behaviour and processes are threaded through all of Gwent Police's daily business.

In this financial year we will also aim to achieve:

- The implementation of digital interviewing
- The implementation of NAS/ANPR (National ICT Programme)
- A new Police Pension Administration Contract
- Commence construction on our new Police Headquarters
- Meet the national requirement to build on our officer numbers
- Implement agile working facilities throughout the organisation

By March 2021, to improve our processes and provide value for money we aim to implement:

- A new Electronic Time Management System
- A new Digital Evidence Management System (National ICT Programme)
- The Home Office Biometrics Programme (National ICT Programme)
- Collaborative Fleet Workshops
- Collaborative Uniform Stores
- A Joint Fire & Police Provision in Abergavenny



## KEEP IN TOUCH:

<https://www.gwent.police.uk>

[www.twitter.com/gwentpolice](https://www.twitter.com/gwentpolice)

[www.facebook.com/gwentpolice](https://www.facebook.com/gwentpolice)

[www.youtube.com/gwentpolice](https://www.youtube.com/gwentpolice)

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For OPCC use only

**Office of the Chief Constable**

I confirm that the Delivery Plan report has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for approval/monitoring purposes.

**Signature:**

*P. C. Kelly*

**Date:** 30/08/19

**Police and Crime Commissioner for Gwent**

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

**Signature:**

*Jeff*

**Date:**

*4/9/19*

