



ADD A FOOTER

• COVID-19

Learning the Lessons

• Continuous Improvement



Learning the Lessons

Vulnerabilities



Crime Types



Workforce



Operational Policing



Organisational Business



Calls for Service



Drivers of Crime & Demand



Public Confidence & Community Cohesion



College of Policing

Op Talla - Proposed Approach



Impact on Organisational Business

Governance

Challenge:

To implement an appropriate command structure to respond to the COVID-19 Pandemic.

Response:



Gold Meeting

ACC Edwards

Early standing up of Gold group fed by a Silver Business Support group and Silver Operational Support.



Silver Business Support

Ch Supt McLain

The three meetings ensured that GWP was running efficiently and effectively and providing business as usual to our communities.



Silver Operational Support

Ch Supt Corcoran

Areas of risk were recorded and actions were allocated for an update within 24hrs as to how the risk was being mitigated. SCG convened utilising Microsoft Teams to work with our partners.



Challenge:
Adapt to find new ways of working to continue to provide essential functions for the organisation

Response:
Waste management system for used PPE. Fleet services had to identify alternative suppliers for parts and supplies at short notice due to business closures and lack of available products.

Abandon:
Waste system when no longer required.

Adopt:
New suppliers will continue to be used.

Challenge:
Quickly identify resources to co-ordinate on our initial response to the COVID-19 pandemic.

Response:
Staff from the Continuous Improvement Dept were utilised to quickly introduce a Logistics Cell.

Abandon:
Functions by the logistics cell have now been absorbed by other depts. This has been completed and the cell disbanded.

Estates & Fleet Services

Logistics Cell

Impact on Organisational Business

Finance

ICT

Clear Comms Plan

Dedicated Point of Contact

Challenge:
To ensure staff continue to have the capability to carry out their duties effectively whilst working in an agile environment.

Response:
Gwent police were already equipped with mobile phones and laptop devices as part of the FFF roll out

Adapt:
Supply of printing & scanning tech to agile workers will enhance this way of working. SRS need to adapt and return to business as usual and not continue to rely upon the logistics cell

Challenge:
Adapt to find new ways of working to continue to provide essential functions for the organisation

Response:
Processes adapted to add comments and signatures to Adobe documents. Introduction of electronic timesheet ahead of implementation date. Deadline for end of your accounts met.

Adopt:
These more efficient processes will remain which will save time and unnecessary printing.

Challenge:
To provide timely and accurate information to the workforce in a rapidly changing environment

Response:
A dedicated COVID page, Chief Officer vlogs & Notify-x' developed to support push messaging

Adopt:
COVID page will remain during the pandemic and can be replicated for Policing large events. Vlogs to continue to communicate messages from Chief officers to frontline officers.

Challenge:
To streamline the flow of information to Chief Officers and Senior Leaders so not to overburden them

Response:
Management of the flow of information into the Force through a dedicated point of contact ensured that senior officers were not overburdened with unnecessary documents and emails.

Abandon:
No longer be required. Information returning to normal levels and being managed by staff officers.

Impact on Organisational Business

Challenge: we reviewed the technology available to support the move of our command meetings online. Concern was identified on the viability of using Skype due to its intermittent connectivity, call quality and inability to invite external parties onto a call.



Response: Implementation of Office 365

The technical pilot of Office 365 had recently achieved sign off, authorising Gwent Police to start a business pilot, which involved the migration of up to 250 users.

Lessons Learnt:

- ❖ A hints and tips document has been compiled and shared with South Wales Police and the National team for the roll out of Office 365 in other forces.
- ❖ COVID-19 has shown that there are efficiencies working in this way that can be adopted in the future. Agile working has now been adopted and has become embedded and departments can work all round the Force but still have team meetings.
- ❖ Some external suppliers have been unable to deliver content remotely due to our lack of flexibility. For example, "Leaderful Action" have detailed lessons that can be delivered via Zoom, but not on the platforms Gwent police supports.



Accelerate: Implementation accelerated and 323 members of staff migrated over to O365. The use of Teams has also been shared out to our partners, ensuring sharing of information to protect the most vulnerable in our communities was still a multi-agency one.

Future Challenge: the success of O365 may make it difficult to bring staff back to the office. We will need a clear leadership steer about future expectations.



Finance

Challenge: The cost of responding to COVID-19

Response:

£504k

**Total Cost
of
Specialist
Equipment**

The total cost of specialist equipment to respond to the COVID-19 pandemic stands at £504,000.00. This has included PPE for officers and staff, COVID-19 testing and social distance measures.

£52k

**Total Cost
of
Overtime**

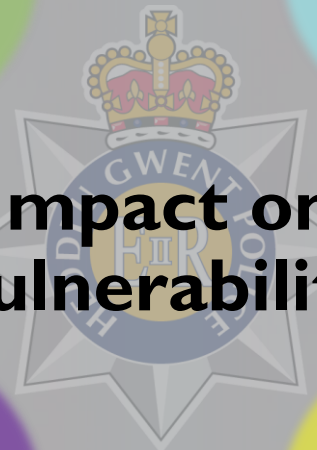
Overtime costs for Police officers has amounted to £51,000.00 and overtime costs for Police Staff are £1000.00

£650k

**Total Cost
of
COVID-19**

As of the 30th of June 2020, the total cost to the organisation in response to the COVID-19 pandemic stands at £650,000.00. This will increase when more staff return to work and if front-line officers are directed to where Face coverings.

Impact on Vulnerability



Child Protection

Challenge:
To continue to engage with our partners to safeguard the children in our communities.

Response:
The CSE and CCE cohorts are being visited at home (social distancing) more frequently and social media & technology are being used increasingly to maintain contact.

Abandon:
New processes have worked well and could be blended in with the more traditional methods of safeguarding.

Domestic Violence

Challenge:
To continue to safeguard the most vulnerable in our communities whilst lockdown restrictions were in place.

Response:
New ways of interacting with our most vulnerable had to be introduced & how we shared information with our partner agencies

- ❖ Promotion of Silent Solution
- ❖ Signs of life checks
- ❖ DVPO/DVPN processes were maintained
- ❖ Adaption of Op Encompass processes in line with school closures
- ❖ National discussions with CPS to extend 6-month statute bar limitation for summary only offences, as many may be reported post-lockdown. This has not been agreed.

Adapt:
Some new processes have worked well and could be blended in with the more traditional methods of safeguarding

Diversity & Hate Crime

Challenge:
To encourage continued reporting of hate crimes, monitor community tensions and support our BAME communities

Response:
Established a Community Tension Forum to engage with community representatives to identify and address potential COVID related tensions.

Adopt:
Community Tension forum will remain in place to build upon the good relationships made in order to deal with long standing issues within our communities.

Older Persons

Challenge:
To continue to engage with older persons in our communities during lockdown restrictions.

Response:
PPU leads adopted a multi-agency response to address the challenges working with Older Person Commissioner

Adopt:
Difficult demographic to engage with to provide safety and crime prevention advice so the multi agency approach to continue to enhance the service we provide.

Mental Health

Challenge:
To continue to respond to people in mental health crisis & work with our partners to provide them with help & support.

Response:
MH demand generally remained stable however, there was an increase in welfare checks. There is still an over reliance by health services to use the Police as mental health practitioners.

Adapt:
A balance must be found & FCS staff MUST ensure Gwent Police policy on welfare checks is applied & if the criteria is not met, then the request should be refused.



Impact on Calls for Service

Response:

Phase

1

- ❖ Split across two locations – Dispatch in FCR and Call Handling in Casualty Bureau
- ❖ Vulnerable staff working from home
- ❖ Access to FCR restricted

Phase

2

- ❖ Split across three locations – Dispatch in FCR, Secondary Dispatch in resilient FCR at Vantage Point and Call Handling in the Casualty Bureau
- ❖ CMU, Audit and Timeliness Team & Mental Health Triage team working from home to create space within the CMU office

Phase

3

- ❖ Split across four locations to maximise social distancing: FCR Dispatch, Secondary dispatch in resilient FCR at Vantage Point, and call handling in CMU and room 96.
- ❖ Four sites allowed for social distancing to take place during shift overlaps.
- ❖ Ability for staff working from home to answer 101 calls

Challenge: To continue to receive calls for service, with a potential increase due to COVID-19 breach reporting, whilst maintaining a safe working environment.

Lessons Learnt:

- ❖ The old Command Room is not available for use due to the size and there being no fresh air within the room
- ❖ Similarly, the Casualty Bureau runs similar issues in limited ventilation. Moreover, there is a risk of impact on service delivery should the casualty bureau be needed for an operational incident

Adapt:

- ❖ The use of resilience dispatch at Vantage Point is not sustainable long-term as it is impacting on training new FPOC recruits
- ❖ One of the rooms for resilience at Vantage Point does not record telephony or radio transmissions. This is a legacy issue from VOIP project. A workaround has been devised

Impact on Calls for Service

Social Media Desk



Challenge: To continue to receive calls for service, with a potential increase due to COVID breach reporting, whilst maintaining a COVID free working environment.

Response:

- ❖ A channel shift saw a substantial increase on demand for the Social Media Desk
- ❖ Positive in that it allowed call demand to remain manageable whilst dealing with staff absence
- ❖ Media Desk could be operated by those working from home

Learning the Lessons:

- ❖ COVID tag added to STORM for COVID related crime and ASB. This allows the force to assess the COVID related demand, which is then fed into the daily performance report
- ❖ Perspex screens have been introduced within the FCS (Call Handling and Dispatch) in order to facilitate a safe return to a covid secure workplace.

Impact on Crime Types



Challenge: To continue to prevent crime and anti-social behaviour that impacts our communities and bring offenders to justice whilst dealing with the impact of COVID-19

Response:

- ❖ Despite the increase in incidents during the Covid peak, the number of crimes fell in line with the rest of the country
- ❖ For the period 26th March to 11th May crime fell by 19% compared to the same period in 2019.
- ❖ Biggest reductions were seen in Criminal Damage and Arson (down 39.4%), shoplifting which fell by 48.9% and Violence with Injury which fell by 26.2%
- ❖ Increase were seen in Weapon Offences which increased by 70.4% (2019 n=27, 2020 n=46) and Drug Offences which increased by 22.1%
- ❖ These increases are likely driven by police proactivity during this period
- ❖ Arrests increased during this period (2019 n=1090, 2020 n=1257)

	Force Wide			
	2018	2019	2020	& Change 19 to 20
All Other Theft	625	614	337	-45.1%
Bicycle Theft	57	64	32	-50.0%
Burglary Dwelling	354	331	285	-13.9%
Burglary Non-Dwelling	162	151	114	-24.5%
Criminal Damage & Arson	1096	1394	845	-39.4%
Drug Offences	157	195	238	22.1%
Miscellaneous Crimes	208	195	217	11.3%
Non-Notifiable Offences	10	11	8	-27.3%
Other Sexual Offences	107	120	110	-8.3%
Possession of Weapons	24	27	46	70.4%
Public Order Offences	1027	1057	987	-6.6%
Rape	54	64	46	-28.1%
Robbery	31	37	26	-29.7%
Shoplifting	535	446	228	-48.9%
Theft From Person	48	39	24	-38.5%
Vehicle Crime	494	407	345	-15.2%
Violence With Injury	736	749	553	-26.2%
Violence Without Injury	1683	1778	1780	0.1%
Total	7408	7679	6221	-19.0%

Future Challenge: Crime has now returned back to more normal levels and the challenge now is maintaining the reduction.



Anti-Social Behaviour

Impact on drivers of Crime & Demand

Challenge: Anti- social behaviour has risen during the COVID period

ASB Force Wide				
Crime Type	2018	2019	2020	% Change 19 to 20
Normal ASB	1072	1284	767	-40.3%
COVID-19 related ASB	0	0	6611	N/A
Total	1072	1284	7378	476.4%

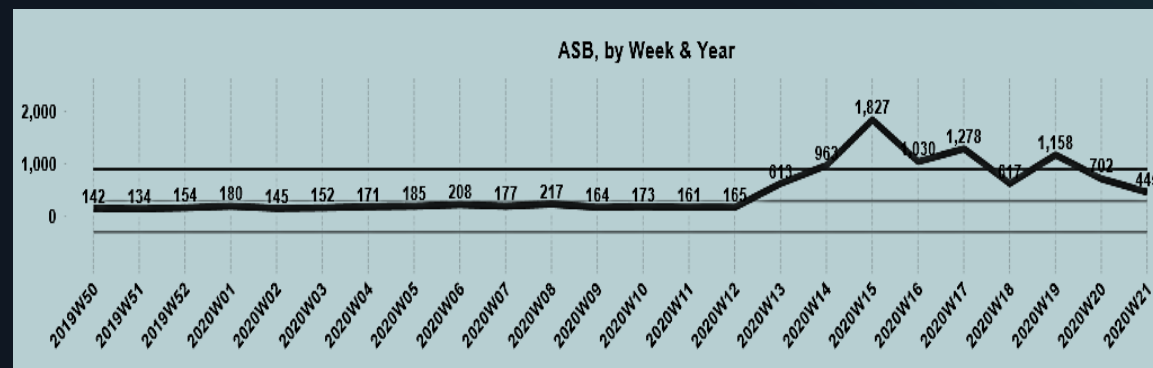
The table above breaks down incidents by 'Normal ASB' (pre-COVID types of ASB) and COVID related ASB for the aforementioned 47-day period (26th March to 11th May), and shows the difference between the periods of 2018, 2019 and 2020.

Lessons Learnt:

Introduction of the new daily performance report for the Gold Meeting provided up-to-date data about Crime, ASB and other areas of work so the organisation could respond to Threat, Risk and Harm trends.

ASB has become less and less useful as a performance indicator and we should look elsewhere for 'quality of life' or neighbourhood crime as a better indicator.

Response: It is difficult to obtain an accurate reflection of ASB incidents due to the huge rise in reports linked to Covid-19 and the lockdown (such as reports of groups of people outside). This is illustrated in the below chart, which shows the number of reported incidents of ASB against the week of the year. Lockdown began in week 13 of 2020.



Impact on drivers of Crime & Demand

National Comparison



	% change 2019 -2020	
	National %	Gwent %
Notifiable offences	-18%	-15%
Assaults on Emergency worker	24%	14.3%
Serious Violence	-25%	-12%
Rape	-47%	-39%
Vehicle Crime	-38%	-30%
Residential Burglary	-33%	-17%
Cyber Crime	21%	-9%
Shoplifting	-51%	-36%

There are several noticeable differences that can be observed in the tables. Assaults on Emergency Workers is lower in Gwent than the national average, with 8 assaults recorded during this period which is only one more than the 7 assaults which were recorded for the same period last year. There are also some crimes that have not shown the same level of reduction as the national average, for example residential burglary, serious violence and shoplifting.

	% change 2019 -2020	
	National %	Gwent %
Recorded Incidents	-2%	-2%
Public Safety / Concern	24%	37%
Transport Related	-27%	-36%
Domestic Abuse	8%	18%
Anti-Social Behaviour	-38%	-30%

As can be seen, public safety/concern is a third higher than the national average. Domestic Abuse is 10 percentage points higher than the national average. This may be due to the new processes we have put in place to interact with our most vulnerable & maintain reporting levels during the crisis. A positive area that can be observed is the larger reduction in transport related incidents than the national average.

Challenge:
For the recruitment team to continue to function as normal and workforce planning remains on schedule.

- Response:**
- Progressed over 70 Police Constable applicants for second interviews via Teams.
 - Interviewed transferee officers via Teams.
 - Following national guidelines, medicals have been undertaken via Teams.
 - virtual Positive Action session run for CSO's, which was very successful.
 - 45 candidates waiting for the College of Policing virtual on line assessment centre due to be run in September.

- Adopt:**
- Continue interviews via Teams for candidates who have to travel long distances.
 - Virtual Positive action sessions are more accessible for potential candidates & venues no longer required.
 - Medicals to be completed via Teams if there are no complications
 - Nationally the College of Policing may continue with the virtual assessment centre

Challenge:
To provide daily accurate absence data to Gold in to order to effectively respond to Threat, Risk & Harm.

Response:
Introduction of new absence & sickness reporting process in response to COVID 19. Reported via a dedicated 24/7 number managed by AIS within the force control room.

Adopt:
Consideration to given for this new reporting process to remain post COVID for daily management & review of sickness.

Adapt:
Sickness levels have dropped during the crisis. The challenge now is can we maintain this.

Challenge:
To provide our officers and staff with help & support during these challenging times.

Response:
Line manager support / regular check in's. Equipment provided where needed for WFH Wellbeing skype drop-in session. Psychological screening for specialist roles has continued. Online exercise class.

Adapt:
New format - drop-ins happen once a month & will be structured around a specific wellbeing topic. Can we provide more equipment to staff who work agilely to improve the experience?
Adopt:
Line manager support / check ins will continue. Online exercise class that is available to all officers & staff Forcewide

Recruitment

Training

Absence & Sickness

Wellbeing

Impact on Workforce



- Challenge:**
To continue to provide necessary training to officers and staff in line with National requirements.
- Response:**
- Force Training Days delivered in person to one group with a two way feed into another room with a second group.
 - Leaderful Action who deliver CVF, Insp & PS development courses and Talent management moved their delivery on-line.
 - The introduction of OST skills checks & on-line OST Skill refresher video's on The Beat show officers what they will be tested on prior to attending the session.
 - The force has no exposure to risks in regards to suspensions/delays in national accreditation courses
- Abandon:**
Due to IT issues we wouldn't want to deliver FTD in split groups by transmitting from one side of the building to the other.
- Adapt:** I.T. has to be improved to deliver lessons in this way. Use of Zoom needs to be considered.
- Adapt:** Officer roles with significantly less front line facing duties could undertake the skills check one year & then the full refresher course on the next year.



Challenge:

Engaging with our communities to ensure restrictions were adhered too and having open and honest dialogue to deal with tensions

Response:

Involvement of IAG at Gold Meeting was Impractical. Ch Insp Smith and Gareth Hughes, Community Cohesion Team tasked to engage with the community and inform them of decisions at gold and to feed back any concerns and tensions.

BLM gold group established including members from the IAG

Community Tension Forum:

The first meeting was held on 3rd April and had 7 attendees who mostly consisted of IAG members with a few representatives from diverse communities. By the fourth meeting there were 29 members dialling in. The Forum is a very diverse cross section of the community, multi faith and multi-generational. Many themes have been discussed and the impact these themes have had on communities across all faiths, including the BLM protests.

Impact on Public Confidence & Community Cohesion

Community Tension Forum

Lessons Learnt:

The forum has been a very useful and productive sound board for the force in gauging what community concerns there are and at the same time explaining policing activity in response to the COVID-19 health emergency.

Eight BLM protests held within the Gwent Police area and no arrests were made.

Adopt:

The Forum is still going strong and we will continue to hold the meeting after the pandemic due to the great community relationships that have been built. We also anticipate that some members will eventually join the IAG.

Challenge:
To provide custody services whilst ensuring the safety of staff, officers, detainee's and third party users.

Response:

- Gwent Custody units introduced hand washing facilities & glass screens in the interview rooms to increase hygiene & provide extra protection for detainees, solicitors & officers.
- PPE was introduced into the unit for staff & visitors to use as appropriate
- Telephones installed into some of the interview rooms to allow solicitors / appropriate adults to dial into the interview. We are now also able to use skype or Teams for virtual attendance in interviews by solicitors / appropriate adults.
- We have introduced the CVP virtual remand hearing system for COVID related remand cases from Ystrad Mynach which means that those detainees with COVID symptoms do not need to be moved.

Challenge:
How would the demand of COVID-19 impact investigations.

Response:
The number of arrests increased during the COVID period compared to the same period last year - 1257 arrests in 2020, compared to 1090 in 2019. Statements have been taken via telephone, facetime or skype.

Abandon:
The CPS are no longer accepting statements that do not have a 'wet' signature.

Adopt:

- The screens and the handwash facilities will remain in custody.
- Providing national guidance allows we will certainly look to keep the telephone / skype facilities available for interviews for future cases.

Custody Services

Response

Impact on Operational Policing

Investigations

NPT

Challenge:
To provide reassurance to the public & communities that we serve.

Response:

- Corporate messaging via social media on guidance & restrictions in place.
- Visible foot patrol in communities & targeted patrol of identified vulnerable sites.
- Special Constables volunteered 8272 hours since April 2020.
- Worked with partners & homeless co-ordinating team to implement an engagement process to house vulnerable homeless people.
- Liaised with bordering Forces regarding difference in legislation in England & Wales.
- Search warrants sworn out via conference calling & signed warrant received via email.

Challenge:
To ensure the health & safety of our front line officers whilst still providing an emergency service to the communities of Gwent.

Response:
The Force responded to the initial outbreak by providing all available PPE to officers and staff. Due to initial shortages suffered by all agencies across the country, 'COVID Cars' (vehicles crewed by officers who had immediate access to enhanced PPE equipment) were used to deploy to incidents where the presence of the virus was suspected

Adapt:
Gwent's approach was subsequently enhanced so that every response vehicle was equipped with two enhanced PPE kits, thereby, turning every vehicle into a 'COVID Car'. PPE was successfully sourced through both local and national channels to ensure there was sufficient supply within a short period of time.

Adopt:
Sharing of information between key partners has enhanced – Access granted to local authority systems where information can be shared in relation to ASB repeat offenders / locations. This has allowed for effective joint problem solving.

Future Challenges

Current Position:

COVID-19 costs for the force reported to HO so far of £665k
Confirmation of reimbursement from HO for medical type PPE
Potential for increased unemployment = lower tax revenue

Finance

Cost of COVID-19
Reduced funding stream

Current Position:

YM - CCTV installation will commence when custody services advise when it can begin. Refurbishment of NC will begin when this is completed (expected early 2021).

Estates

Custody works
New HQ build
Terram

New HQ – Completion date has been extended to 25th October 2021
Terram - Refurbishment design works are complete & the work is due to be undertaken during 10 July-26 August. N.B. this is dependent on the availability of contractors & supplies.

Annual Leave

Impact on 2021-22 and organisation decision to carry over 40 hours

Current Position:

The challenge is to ensure our staff take their annual leave. A monthly report to assess levels of A/L in all business areas is being monitored & scrutinised through Gold

Current Position:

Processes are now in place so impact of second wave would not be as significant on organisation as the first.

COVID-19

Second Wave



Training

Addressing the demand for training that has been postponed

Current Position:

OST skills checks introduced from July to deal with backlog.
ICT training – estates work being considered to create new classrooms.
Driver Training – 2 students per car so waiting time for a standard course is 18 months

Demand

Pubs and shops opening
DV reporting
Child Protection referrals

Current Position:

Operational order & embargo on A/L for re-opening of night-time economy. Potential for increased reporting of hidden crimes once all restrictions have been lifted

Criminal Justice

Backlog in cases & potential for increase in demand if MoJ open new 'Nightingale' Courts

Current Position:

521 Pre-charge cases & 1530 Post-charge cases which is up from 823 in Feb 2020.