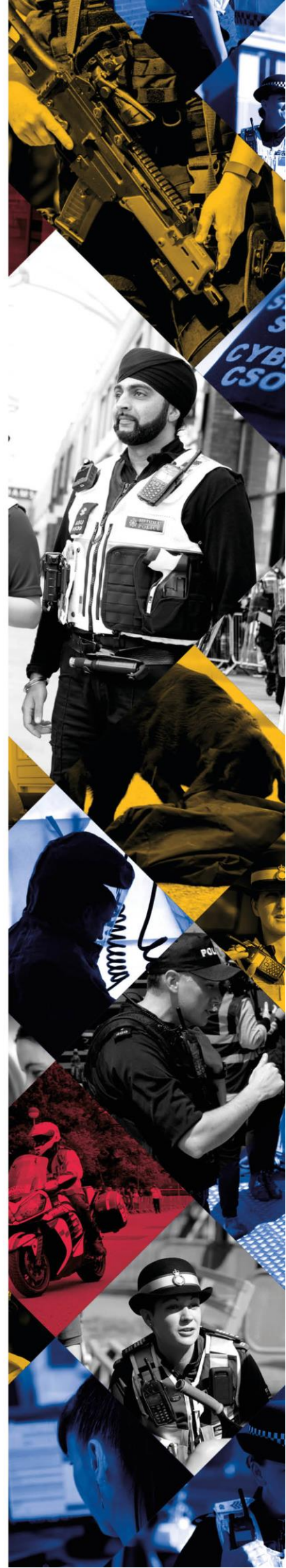




Strategy and Performance Board

Chief Constable's Update Report

May 2022



1. PURPOSE AND RECOMMENDATION

1.1 To update members of the Strategy and Performance Board (SPB) of significant events and work that has recently taken place.

1.2 There are no recommendations made requiring a decision.

2. OPERATIONAL UPDATES:

2.1 Delivering the Operation Uplift Programme

Year 2 of Operation Uplift has been achieved with 19 police officers recruited over establishment. We are on target to achieve the required numbers for year 3. As we progress we have seen an increase in diversity of officers from ethnic minority backgrounds. We have seen overall representation increase from 2.5% (31.03.21) to 3.4% (31.03.22). This demonstrates an additional 14 officers and subsequent 40% increase in ethnic minority officers.

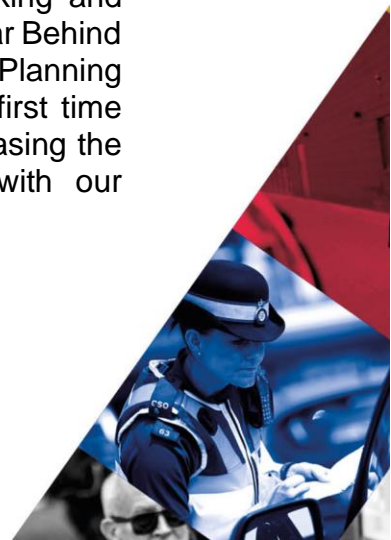
2.2 Financial Wellbeing

We understand that with the rising cost of living, many individuals may be feeling the strain of financial difficulties. This can have impacts on the overall wellbeing of individuals and their families. A financial wellbeing plan has been put in place with financial advice specialists and initiatives to help support staff through these difficult times:

- Specialist speakers and roadshows,
- Care First, who offer a range of online tools including financial support, budgeting tools, debt advice, citizens advice, childcare and the importance of making wills,
- Vectis employee benefits scheme allows access to discounts in store, the ability to pay for food shop vouchers at discounted prices and cycle to work schemes.

2.3 Community Events

Following an unprecedented couple of years, with remote working and innovative ways of engaging with the public, the immensely popular Behind the Badge open day returns to HQ, Croesyceiliog on 3 July 2022. Planning has commenced to facilitate the face-to-face open day for the first time since 2019. This is a real opportunity to work as a team, showcasing the fantastic work we carry out and celebrate our successes with our communities and partners.



2.4 **Operation Soteria**

We have been successful in our bid to be part of phase two of Operation Soteria. Through Home Office funding the force will adopt a new approach to investigating offences of rape with greater focus on suspects and dedicated specialist rape investigation teams. The aim is to reduce the likelihood of re-offending, ensure investigations are more effective and deliver immediate access to justice for victims. A streamlined business case has been completed and will be presented during the next Service Improvement Board scheduled in May.

2.5 **Force Contact and Control (FCC)**

Staff

The department has recently undergone a recruitment campaign. 10 new members of staff will commence training in May and a further 19 candidates have progressed to an interview phase. Successful candidates from this cohort will be allocated to intakes in July and September.

A dedicated wellbeing group has been established with wellbeing inputs delivered to all staff during training days.

Mechanisms to support Station Enquiry Officers (SEO) have been established to provide resilience to contact handling (switchboard and email) where SEO staffing levels are to be reinforced.

Performance, Demand & Technology

In response to increased demands, the Deputy Head of the suite has led on problem solving approaches and continuous development of our interaction with those systems used by front line officers:

- NICHE Recommendation Report – this will reduce the categories of incident which are automatically sent to NICHE. This will alleviate significant demand to control room, frontline staff and supervisors and crime management unit; thus deliver greater efficiency with no detrimental effect to managing risk.
- NICE Investigate - the NICHE, STORM and REDBOX connectors will be aligned to allow full access and interaction, allowing calls to be matched to the correct incident location. Superintendent Williams has joined the working group in DSD to represent Gwent to develop this aspect.

The Government's Beating Crime Plan seeks to improve the responsiveness of local police to 101 and 999 calls by developing performance data to ensure the public know how responsive their local force is. In preparation for the publication of the 999-performance data,



Force contact leads (under the guidance of the National Contact Management Steering Group - NCMMSG) have been engaging with BT to resolve both the connection lag and queueing anomaly issues, and sharing reflective practice.

2.6 **Custody**

Our custody department has seen the introduction of a second Custody Inspector. This will allow supervision at both custody units with an emphasis on providing guidance and support to staff engaged with custody investigations, whilst also ensuring that individuals kept in our detention receive appropriate health care and support.

2.7 **Criminal Justice**

The domestic abuse file build team has been in existence for 3 months. To date we have achieved 5 charges and 1 caution for evidence led prosecutions where the victim doesn't support police actions. Historically these have been extremely difficult to progress. Timeliness on submission of files to CPS for a charging decision is far quicker and our acceptance rate based on the file quality is also higher prior to the introduction of the team.

The team have progressed 86 cases, which has removed significant demand from frontline officers. The team's performance has also achieved a 100% success rate in providing updates to victims in respect of file submission to CPS and charges against the offender. This will in turn increase public confidence and satisfaction.

The Victim Care Unit have seen 13,300 victims referred into the service during the last quarter. Continuous improvements are being made to ensure victims of crime are assessed/referred for specialised support, kept updated throughout the criminal justice process and receive their entitlements under the Victims Code of Practice.

The Witness Care Unit team continue to guide victims and witnesses through the final part of their criminal justice journey. The unit are currently supporting 6291 victims and witnesses, with an average attendance rate of 92% for Magistrates Court and 98% for Crown Court.

The role of Survivor Engagement Co-ordinator has now been successfully filled. Work remains ongoing to help improve the forces' response to domestic abuse and sexual violence, including facilitating the Victim Reference Group who ensure a victim centred approach is at the heart of all the work we do.



2.8 Local policing

Our frontline officers, both uniformed and detective resources, continue to deliver exceptional results whilst managing significant risk and daily demand.

Through a restructure of the force we have seen the implementation of the Problem Solving Hubs. Over the last few months, the engagement PCSOs have been compiling databases of community groups. This is to map out the locations and key contact details of our BAME and underrepresented and vulnerable community groups. Neighbourhood Inspectors are developing Neighbourhood profiles and engagement plans to target engagement with these groups appropriately and effectively.

There is real focus on youth engagement, both within primary and high schools and through our programmes. These involve our volunteer police cadets and Mini Police Scheme. The children have regular inputs which cover the role of a police officer, hate and mate crime, knife crime and healthy relationships.

In response to seasonal demands a renewed focus on off road bikes has commenced. The West LPA are standing up a Tactical Coordination Group to manage our response, as this criminality operates across many local authorities' areas and is beyond the capacity of any one area. This allows a co-ordinated response, with partners, operating across boundaries and acting on the latest information, intelligence and demand. This forum also allows for a consistent communication strategy to the public and elected members.

An operational order has been in place through March and April to deal with an increase in ASB in Bargoed Town centre. This partnership activity has involved the local policing teams, CCBC Community Wardens, Next Generation Officers, SWFRS and Youth Services. A blend of diversionary (driving simulation with Virtual Reality headsets and street golf, football and other sports) and enforcement (advisory letters sent to parents/guardians, acceptable behaviour contracts and ASB Injunctions) activities have been completed, both tactics combining to significantly reduce ASB.

2.9 Operational Support

The Roads Policing Specialist Operations have responded to a vast array of incidents

RPSO Team 2 pursued a van displaying cloned number plates which failed to stop for officers. The vehicle was followed into the SWP area before the occupants abandoned it. In the rear of the vehicle, officers located plant machinery with a value of £60,000. These items were established as being stolen from Avon & Somerset area. These types of items are rarely recovered.



Operation Utah continues to target illegal vehicles throughout the whole of Gwent. Officers have supported Operation Goldjuno to target theft of Catalytic converters. During the operation 38 vehicles were stopped and examined at the DVSA yard located at Junction 24 M4 Motorway in Newport. The results included:

- Two arrested for Section 5a Road Traffic Act (drug driving) after testing positive at the roadside for Cannabis.
- 20 Traffic Offence Reports (TORs) issued for a variety of offences, including no licence, no insurance, seatbelt offences, overweight vehicles and registration offences.

A number of itinerant scrap metal collectors were stopped, and licencing issues identified. These were referred to Newport City Council for further action/enforcement.

2.10 **Organised Crime**

Over the last quarter two covert investigations have come to a successful conclusion that have received publicity in the media.

Operation Norcross was a complex conspiracy to supply wholesale quantities of cocaine and heroin across Gwent. The offenders used encrypted devices to orchestrate their operation and distribute drugs across the force. The ringleaders were sentenced to over 23 years imprisonment.

Operation Puppis resulted in the imprisonment of the defendant for 18 years. Information was obtain from the French authorities which revealed the use of encrypted devices to oversee a large-scale cocaine supply network, though to be in the region of £2.9m.

2.11 **Modern Day Slavery (MDS) and Exploitation teams**

In response to the Government's plans to send people claiming asylum to Rwanda, there is an expected increase in migrants entering the UK in the rear of lorries, sealed or refrigerated containers or even hidden within private vehicles in order to avoid the Rwanda process. The MDS team have reviewed and updated trigger plans and preparations are underway with various workstreams for a 'pressure/reality' exercise to ensure our response is effective and efficient.

As a result of the Ukraine conflict we may see a decrease in Vietnamese migrants as they have previously routed through Russia and Belarus to enter Europe and the UK. Gwent are liaising with housing officers within Local Authorities to identify people responsible for the re-housing / re-settlement schemes so that we can gauge numbers already here, projected entrants and how we then respond. The intention is to offer



support through the use of MDS team to increase awareness around signs and indicators of exploitation.

In line with the Governments 10-year drug plan 'From Harm to Hope', our Heroin and Crack Action Area Coordinator are currently reviewing the requirement for a Drugs Focus Desk. This will look to reduce the harms that drug supply causes to individuals and neighbourhoods by streamlining and expediting drug related offences and pursuing earlier sanctions to deter reoffending.

We have recently accepted a grant from the Home Office to expand our drug testing on arrest service and are working closely with the Home Office and other forces to review National Guidance to build upon current practice.

2.12 Financial Crime

Our Financial Investigation Unit continue to prevent criminals access to their gains whilst applying safeguarding interventions to support the vulnerable.

During the last quarter the unit has processed:

- 29 cash detentions totalling £876,632.32,
- 7 forfeitures totalling £53,365.84. We have also served a further 6 notices of forfeitures without a Court order that amount to £141,631.68, which are currently progressing through the various forfeiture proceedings.

Following a pursuit of a driver, officers recovered £1,369.65 in cash, along with a quantity of controlled drugs. Following a search of the driver's home address a further £34,673.24 cash was seized, along with additional quantities of controlled drugs. Given the cash was obtained by unlawful means the full amount has since been forfeited.

In furtherance of the City of London Polices' responsibilities as the National lead force for fraud the unit underwent an engagement day, during which they assessed our ability to protect the public by preventing and disrupting fraud. This involved an examination of our structure, governance, processes, operational conduct and support for victims. Overall they were more than satisfied and have since provided feedback, key findings and good practices.

2.13 Cybercrime and Police Online Investigation Team

During the last quarter the team have focused on raising awareness of the risks posed by cybercrime. The team delivered training to Woman's Aid, specifically in relation to cyber stalking and techniques that can be used to monitor and track victims. In addition to raising general awareness, the



team demonstrated how to identify if cyber stalking is taking place, how to prevent or stop it from occurring and how to keep devices secure. The training also upskilled domestic abuse support workers, so they are able to review device security with victims as part of routine safeguarding.

The cybercrime team promoted Internet Safety Day. In addition to increasing community engagements, they completed an 'Instagram' takeover of Gwent's main page, where the team promoted cyber 'protect' advice and uploaded a number of pre-recorded videos covering a range of topics relating to internet safety. The team also worked with local schools to create a 'Cyber Safety Pledge', that was used to promote key messages around internet safety and staying safe online.

2.14 **Major Crime**

The Major Incident Team have been significant in response to serious, complex and extended offences reported.

Operation Mitre was the response to the tragic death of Ryan O'Connor. He lost his life in catastrophic circumstances and his murder shocked the community of Alway and Newport. The team's aim was to seek justice for Ryan and his family and friends. Two men were found guilty of murder and robbery after trial whilst a third was convicted of manslaughter and robbery. A fourth defendant's sentence is still pending. The three defendants received a combined custodial sentence of 58 years.

2.15 **Corporate Communications**

Over the past three months we have welcomed three new members of staff to the team, which is now fully resourced.

We have secured media coverage for some excellent court results including drugs related offences and the murders of Ryan O'Connor and Linda Maggs. We also supported on the tragic death of two children in the M4 crash and subsequent conviction.

Social media campaigns included a focus on cybercrime and developing digital skills, supporting the national modern day slavery public awareness campaign and road safety.

Significant work to support our recruitment campaigns happened with an increasingly targeted approach to ensure we reached the appropriate demographics.

The design team has worked on safe spaces and safer streets projects alongside their digital and media work. They have also worked to rebrand the National OPAL team, the staff networks and continued their work on our estate's development, focusing on Newport and Pontypool.



Internally work has focussed on operational performance, professional standards and working with the diversity and inclusion team to support their work in a planned approach.

2.16 **People Services and Learning and Development**

Operation Uplift continues to be on target as we embark on year 3.

We have continued to increase the number of Police Community Support Officers with 25 new recruits commencing their training in March at the new Headquarters.

As part of the 'safe to say' campaign our data quality for protected characteristics has improved considerably. The percentage of police officers declaring disabilities has increased from 2.2% (31.03.21) to 6.81% (01.04.22). This is significant and allow us a far superior insight into our workforce.

A new leadership development strategy for 2022/2023 was ratified which set outs the key leadership development priorities:

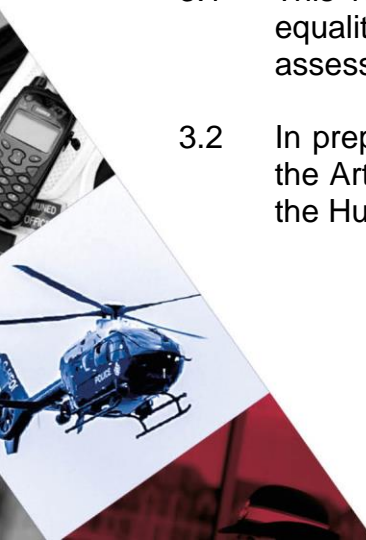
- Introduction to Management
- First Line Leaders Development Programme
- Leadership Foundation Event
- Priority Modules
- Talent Management
- Senior Leader Development

In preparation for recently promoted Sergeants, a series of 3-day courses have been scheduled. These will provide the pertinent skills required to be a first line supervisor. The course strengthens delegates digital leadership capability and serves to increase the range of mechanisms for leaders to engage with staff in line with the organisation's confidence and culture plan.

3. **EQUALITIES & HUMAN RIGHTS CONSIDERATIONS**

3.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.

3.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.



4. RISK

4.1 None

5. PUBLIC INTEREST

5.1 In producing this report, has consideration been given to 'public confidence'? **Yes**

5.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**

5.3 If you consider this report to be exempt from the public domain, please state the reasons: N/A

6. REPORT AUTHOR

6.1 Insp Matthew Edwards

7. LEAD CHIEF OFFICER

7.1 Chief Constable Pam Kelly

8. ANNEXES

8.1 None

9. CHIEF OFFICER APPROVAL

9.1 I confirm this report has been discussed and approved at a formal Chief Officers' meeting.

9.2 I confirm this report is suitable for the public domain

Signature: 

Date: 09.05.22



