



HEDDLU  
GWENT  
POLICE

# Delivering the Chief's Plan

Q3 Performance Report January 2022





# 1. Crime Reduction - Operational Assessment

20% reduction in crime over the course of the current parliament.

Reduce the amount of crime committed in Gwent

Establish the true extent of crimes committed against the vulnerable

Reduce the threat from Serious Organised Crime

Increase the number of offenders brought to justice

Continuously Improve our Investigations

Assistant Chief Constable

Governance products, meetings and Boards track progress month on month

Force focus on ethical and timely crime recording enhanced by Performance Reporting Gold with Qlikview App now live

Violence and Vulnerability strategies now completed with associated audit through Governance process

2<sup>nd</sup> highest number of active Prevent Cases in Wales

44 live Modern Day Slavery cases focusing on Cannabis Cultivation and Drug Supply. Ongoing SOC investigations both East and West with Op Draco dismantling an OCG

Increased scrutiny on outcomes for Domestic Abuse (DA) cases. DA Matters training delivered assist to improve staff understanding.

Casefile Build Pilot introduced to improve file quality for DA Offences

## 2. Crime Prevention - Operational Assessment

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Implementation of  
Crime Prevention  
Hubs, Diversion  
Provision and the  
“We Don’t Buy  
Crime”

Identify and realise  
stated benefits

Chief  
Superintendent  
East

Assurance Board chaired by DCC provided with 17 point Action Plan about Preventing and Deterring Crime, ASB and Vulnerability

Post implementation review March 2022 will focus on; crime rates for Residential Burglary and acquisitive crime types; intelligence picture and submissions; numbers of identified offenders and convictions for acquisitive crime offences; engagement with Second-hand retailers; surveys relating to public confidence, fear of crime and awareness of crime prevention techniques

Offender Diversion Scheme is now live and post implementation review will take place to understand the demand reduction this has achieved





# 3. Operation Uplift - Organisational Assessment

Deliver Op Uplift

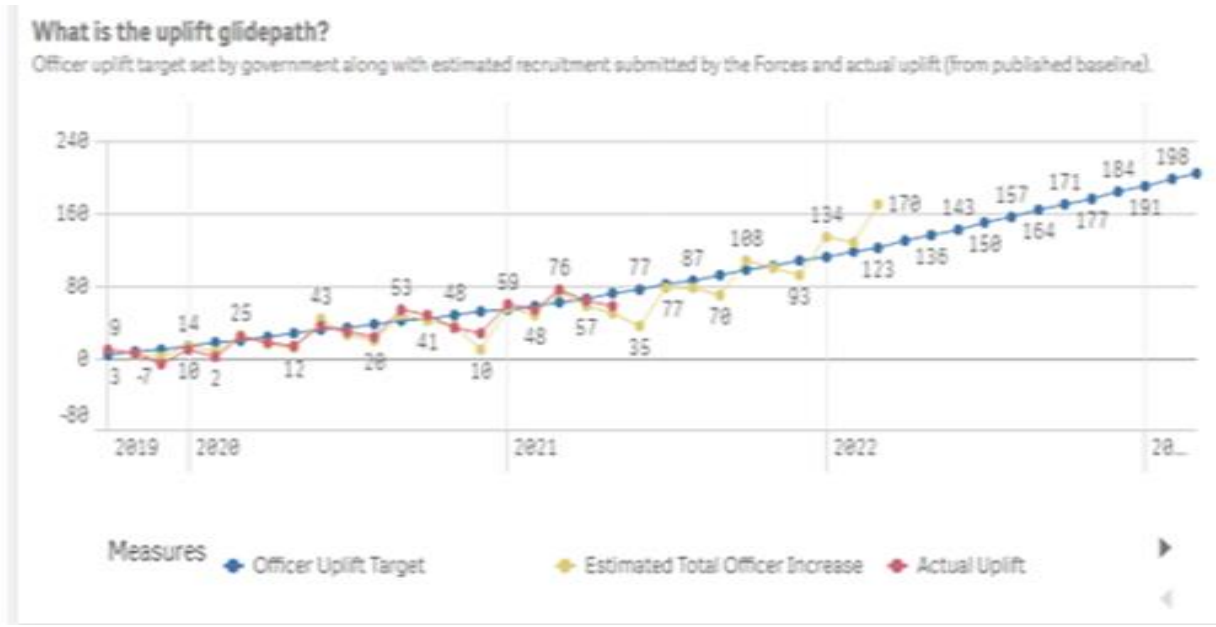
Officer and staff numbers  
Build a workforce that is representative of our communities  
Comply with the Vetting Code of Practice

Head of People Services

Year 1 of operation uplift for Gwent Police had been successfully achieved

Operation uplift for year 2 is successfully on track with 70 Probationers

Police officers from an ethnic minority has risen from 2.5% in June 2020 to 2.97% at the end of December 2021. this is bringing us closer to our community representation of 5.1%



# 4. EDI – Organisational Assessment

## Equality, Diversity and Inclusion

Deliver Joint Strategic Equality Plan

Ensure that stop and search and force is used fairly

Involve communities in shaping their local policing service

Critical Incidents emerging from Community Tensions  
Provide opportunities for communities to become involved in policing

Ensure crimes and outcomes are recorded ethically

Ensure risks to victims and communities are regularly reviewed throughout investigations

Legitimacy Board now established to provide scrutiny for the Joint Strategic Equality Plan

Coercive Powers Scrutiny Meeting monitors and provides scrutiny to Stop Search and use of force – with an improvement in our RDR on our last quarter

Initiated “Understanding Racial Disparity in the Criminal Justice System” Programme

Neighbourhood Policing Strategy in development which includes community engagement and feedback

Community Tension Forum review taking place

Review of Independent Advisory Group completed Terms of Reference being updated

Domestic Abuse Audit and Dip Sampling has identified areas for improvement

Deputy Chief Constable





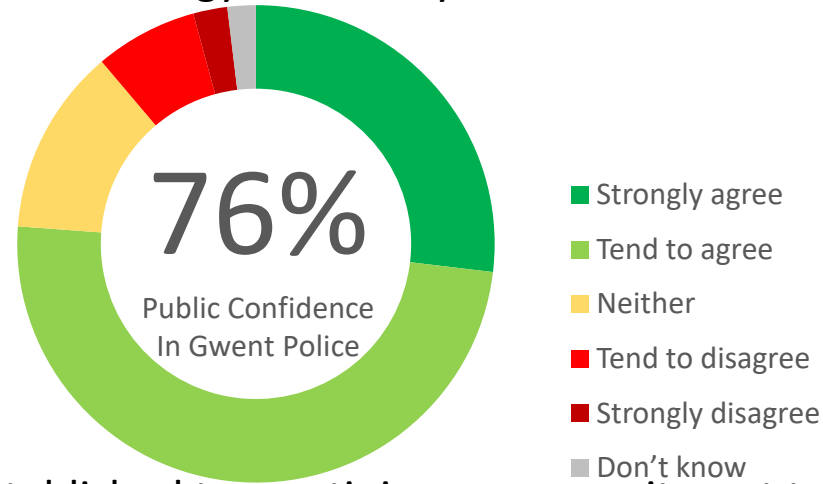
# 5. Public Confidence – Organisational Assessment

Increase Public Confidence

Increase in Public Confidence  
Provide High Quality response to the public  
Internal belief in procedural fairness

Assistant Chief Constable

Public Confidence Strategy headed by ACC and scrutinised through Governance meetings



VAWG Gold established to scrutinise our commitment to the protection of Women and Girls

New processes being examined by First Point of Contact Centre to take demand away from frontline, such as Virtual Response Team for Victim and Witness contact.

People Plan driven by Head of People Services reviewing procedural fairness through grievance analysis and staff surveying and review promotion process.



# 6. Victim Services – Organisational Assessment

## Improve Victim Services

Victim Care Unit (VCU) relocated to Pontypool in November 2021 and is in place to reduce demand on frontline with the PIR due in March 2022

Survivor Engagement Event held on 1<sup>st</sup> December with survivors reporting experience to Chief Constable and Deputy PCC and consulted on GOODSAM project

ICT Training Delivery: Niche- Victim Care Management is taught to police officers, Force Control Room staff and any police staff role who work with or have contact with victims during Niche training.

Force Control Room staff are undertaking theory and practical exercises how to manage victims at First Point of Contact.

Increasing the positive outcome rates for vulnerability crime remains a challenge. December saw 170 No Further Actions from 220 DA Custody Records, resulting in a 58.3% Outcome 16 rate for DA Outcomes (Victim withdrew Support).

DA Matters training is live in Force and will capture 80% of our frontline staff to increase awareness of Stalking, Coercive Controlling Behaviour & Evidence led prosecutions

Realise stated benefits and Improve satisfaction levels

Identify and provide additional support to the vulnerable

Head of Criminal Justice and Information Services





# 7. Covid -19 - Organisational Assessment

## Manage COVID

Gwent Police's Covid response was recognised as good practice nationally by HMICFRS

Our approach to wellbeing was also highlighted by the Inspectorate as good practice during the pandemic

Gwent were highlighted as good practice by Op Talla – in particular our IT infrastructure and our ability to split our Force Control Room across three sites and home working

## Deliver Gold/ SCG Strategic Aims

Lessons learned throughout the pandemic have been captured as organisational memory

Business Continuity Plans for all departments are in place and Covid Hub will remain in place until review to absorbed as business as usual.

## Assistant Chief Constable

Repatriation to the workplace, Legislative requirement to work from home ceased on 28<sup>th</sup> January with staff now moving to the new HQ

Strategic Co-ordination Group has again been stood up to support Ambulance Service and other partners



# 8. Operating Model – Organisational Assessment

Implement  
New  
Operating  
Model

Realise stated  
benefits

Assistant  
Chief  
Constable

**September 2020 -**

Strategic Planning Day

**November 2020 -** Business Case- Bronze Inspectors

**December 2020 -**

Business Case- WDBC

**January 2021 -**

Business Cases- N'Hoods, Response, CI, RPSO, PSHs

**February 2021 -** Priorities for implementation and Benefits Realisation development

**August 2021-** Activity Analysis – Response & Neighbourhood Policing

**Autumn 2021 –** Demand Modelling re-run underway

**March 2022 –** Post Implementation review

## Next Steps

### Cyber Crime

November 2021 – Cyber Crime Business approved at SIB for uplift in Cyber, POLIT, HTCUC, and Comms Data SPOCs to meet growing demand.

### IOM

Spring 2022 – Review of the IOM process and procedure has been delayed due to data difficulties. Will be at Service Improvement Board 2022

### Control Room/FPOC

Demand Modelling re-run underway. Reviews of Control functions and processes, social media desk, single online home demand and technology. Business case March 2022





# 9. Wellbeing & People - Service User Assessment

## Invest in Wellbeing

Wellbeing Annual Strategy completed and being driven by Head of People Services supported by Wellbeing Specialist.

Vision for wellbeing to be realised through Lunch & Learns, Wellbeing Events and inputs; Psychoeducation and Trauma Resilience Project; Annual Psychological Monitoring & The Wellbeing toolkit

## Absence Rates

Build an ethical and inclusive culture

Departmental support through HRBPs to monitor absence rates, trends and apply prevention and intervention to reduce absence. Enhanced scrutiny at Workforce Resource Board regarding attrition rate of Police Officers.

Recommendation paper agreed by Chief Officer Team for approval of an Independent Ethics Committee to scrutinise Forces' commitment to application of the Code of Ethics and an Internal Ethics Committee to drive this activity in Force

## Head of People Services

Chief's Roadshow will assist in drive towards improved culture particularly staff engagement and highlighting force commitment to VAWG, Abuse of Position and Representation.

Culture Board inaugural meeting taking place in March chaired by the Chief Constable

# 10. Collaboration – Service User Assessment

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Collaborate  
with  
partners

Benefits Realisation Officer in post

National Productivity and Efficiency Group established – Force group planned

Realise stated  
benefits

Provide  
Effective  
Internal IT  
Support

All Wales Collaboration meeting well established

South Wales and Gwent Police Collaboration meeting well established

Digital Services Division Gold meeting well established

Monitored through TIAA audit and Joint Audit Committee

Service Improvement Board monitors benefits realisation

Deputy  
Chief  
Constable





# 11. Commissioning – Service User Assessment

New approach to Commissioning and Governance

OPCC satisfaction  
Effective Governance Arrangements  
Realise benefits of commissioned services and change projects

Head Of Continuous Improvement

Commissioning Group and Gwent Police will

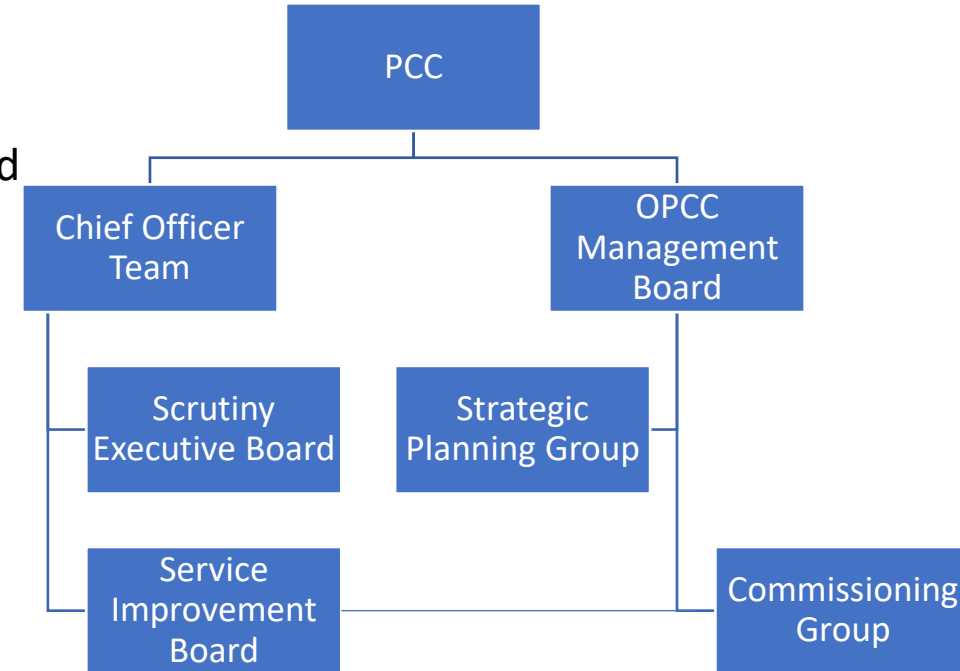
Define and oversee the specific commissioning process for each commissioning exercise

Determine the appropriate governance and decision-making arrangements for each commissioning exercise

Review the Commissioning Intentions developed at SPG based on Police & Crime Plan and Departmental Plans to recommend for approval at SIB

Provide quality assurance and challenge to the commissioning process

Determine stakeholder engagement and communication requirements



# Overarching Priorities

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Deliver Services  
within Financial  
Plan

The Force Management Statement is used with the Head of Governance and the departmental leads to create Departmental Plans.

The plans give both macro and micro detail assisting the leads to think about their purpose against the Chief Constables delivery plan and the Police Crime Commissioner Priorities.

Deliver Medium  
Term Financial Plan

The plans match the demand against the joint vision and consider the capacity, capability, performance and wellbeing of their area to develop their contribution to the Chief's Plan

This creates the detail for the Assistant Chief Resources Officer and Head of Finance to work through the financial requirements with each lead

Assistant Chief  
Resources Officer

The result is an ongoing understanding of each department's requirement based on bespoke data creating an organisational approach to budget planning and commissioning work profile.

