

OFFICE OF THE POLICE AND CRIME COMMISSIONER OFFICE OF THE CHIEF CONSTABLE	
LEAD CHIEF OFFICER:	CC Pam Kelly
TITLE:	Force Delivery Plan 2021/22
DATE:	3 March 2021
TIMING:	
PURPOSE:	<i>For monitoring</i>
1.	<p><u>RECOMMENDATION</u></p> <p>To approve the Chief Constables plan to deliver against the OPCC priorities for 2021/22</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The Police and Crime Plan 2017-21 links the issues affecting the people of Gwent with consideration for the broader challenges facing policing. It's focus is on the principles of achieving more through partnership working, on prevention over amelioration, and on building resilient communities to protect the most vulnerable, shapes our decisions around transformation, guiding us to explore innovative solutions to keep people safe. The Commissioner is focussed on providing an effective, accessible, and trusted service that offers value for money to the people of Gwent.</p> <p>The Commissioner set five priorities for 2017-2021:</p> <ul style="list-style-type: none"> • Crime Prevention; • Supporting Victims; • Community Cohesion; • Tackling Anti-Social Behaviour; and, • Effective Service Delivery. <p>The exceptional set of circumstances that delayed last year's elections led to his plan being extended for a year. This report provides the Chief Constables plan to deliver the Police and Crime Plan in 2021/22. It provides a guide to the activity the force will undertake in and the goals it would like to achieve in the upcoming year. It is intended to provide assurance to the Police and Crime Commissioner that the force will remain focussed on his priorities but be able to swiftly adapt to any change in those priorities once the new Police and Crime plan is published.</p> <p>To assist with planning, the force submitted its Force Management Statement (FMS) to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in February 2021. The FMS is the corner stone of our ability to deliver a sustainable, effective and evidenced based service. It drives the Chief Constables strategy to deliver the Police and</p>

	<p>Crime Plan.</p> <p>The FMS explains that crime prevention, cyber-crime, supporting victims, community cohesion, tackling anti-social behaviour and effective service delivery will continue to be at the heart of what we do. The FMS has informed this report and contains a detailed analysis of how the force will deliver this plan by examining;</p> <ul style="list-style-type: none"> • 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 are as small as it can reasonably be; and • The money the force expects to have to do all this. <p>Our purpose is to 'Protect and Reassure'. Our communities and staff have developed new force values to help us do so. In delivering this plan we will continue to be: Compassionate; Courageous; Proud and Positive. We will continue to keep learning. We will be open to new ideas and new ways of doing things and take opportunities to develop our thinking and our skill.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p><u>The Chief Constable aims to deliver on the Policing and Crime plan this year with the following delivery plan;</u></p> <ul style="list-style-type: none"> • Continue to strive towards a 20% reduction in crime over the course of the current parliament. All crime fell by 9.6% (5,582 fewer crimes) for the 12 months to October 2020 compared with the previous year. • Focus on our Crime Prevention strategy through the development and implementation of our Crime Prevention Hubs, Diversion Provision and the "We Don't Buy Crime" initiative. We will work with partners to create perpetrator programmes, including the creation of new force Crime Prevention and Offender meetings. • Improve our offer to victims by implementing the new Victims Services model and maintain high levels of satisfaction in our service through initiatives like our Safeguarding Hubs set up in all five unitary authorities. • Develop the People and Workforce plans and deliver the police officer and staff uplift, increasing Police Officer numbers by an additional 50 officers in 2021/22 and another 53 by 2023. • Put Equality, Diversity and Inclusion at the centre of our work through significant investment in the Joint Strategic Equality Plan and other leadership interventions. This will be the backbone of our decision making in recruitment, retention and public engagement. We will make our workforce better reflect our community. • Continue to embed the Confidence strategy to increase Public Confidence and focus upon those groups that are traditionally less confident in the police.

	<ul style="list-style-type: none"> • Work closely with Health and other partners through the Strategic Co-ordination Group and our Gold Group to ensure a cohesive COVID-19 response and recovery. • Implement our new operating model to deliver more efficient and effective ways of working and improve service delivery. • Continue to investment in our Wellbeing and People Plan. We will promote our Morale Contract and programmes such as the Bluelight Framework and Oscar Kilo. We will continue our on-going commitment to the National Police Wellbeing Service’s Foundation Occupational Health Standards for Police Forces. • Collaborate with partners where there are benefits for the people for Gwent and lead initiatives such as the Child Abuse Image Database, Emergency Service Network (ESN), National Enabling Programme (NEP), Digital Forensics/Transforming Forensics and Child Centred Policing. • Design a new approach to Governance and Commissioning which will align OPCC and force priorities through a Strategic Planning Group to ensure projects are aligned to the Police and Crime plan, provide value for money and realise their proposed benefits. <p>Overall progress against these objectives will be monitored quarterly by the DCC through the Scrutiny Executive Board and subsequently reported to the OPCC. We expect the force to progress in all of these areas during this financial year. We will report to the OPCC on an annual basis, with quarterly updates or as required to demonstrate progress. We will also update the FMS in 2021/22 with progress against the aims.</p>
4.	<p><u>NEXT STEPS</u></p> <p>For agreement and decision</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>No cost associated with this paper beyond those laid out in the forces financial strategy and funding requirements presented to the Policing Crime Panel.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>None identified in this paper beyond metrics in place to monitor progress though People Strategy Board</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>None identified in this paper beyond Joint Legal Services governance of contracts</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p><i>This project/proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group. Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</i></p>

9.	<u>RISK</u> There are no risks identified in this paper beyond those recorded in force risk register
10.	<u>PUBLIC INTEREST</u> This report can be made public if required
11.	<u>CONTACT OFFICER</u> Chief Superintendent Nick McLain
12.	<u>ANNEXES</u> None attached

Office of the Chief Constable

I confirm that the Delivery Plan 2021 v1.1 (March 21 SPB) report has been discussed and approved at a formal Chief Officers' meeting.

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

Signature: 

Date: 18.02.21

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:

Date: