|  |
| --- |
| Chief Constable’s Delivery Plan |
|  |
| COT Report |
| May 2024   1. PURPOSE AND RECOMMENDATION    1. This report is a progress update on the Chief Constable’s Delivery Plan up to 2024.    2. Since the last report provided in September 2023, Gwent Police has continued to work on the key activities (measures) within the Chief Constable’s Delivery Plan 2021 – 2024.    3. In the previous update an overview dashboard was provided (see Introduction and Background) to demonstrate this progress covering 3 key areas:  * Measures either delivered or consistently being managed through business-as-usual functions (green), * Measures remain under development with planned delivery or showing improvement (amber), * Measures yet to be introduced or has concerns around development and improvement(red).   1. This report will update on progress on those key activities (measures) that were not quite met with RAG assessment colours amber and red.  1. INTRODUCTION & BACKGROUND    1. The Commissioners Police and Crime Plan has set five priorities for 2021-2025:  * Keeping Neighbourhoods Safe, * Combat Serious Crime, * Support Victims and Protect the Vulnerable, * Increase Community Confidence in Policing, * Drive Sustainable Policing.   1. The Chief Constables delivery plan sets out eleven key priorities that the force will work on to deliver on the Commissioners five priorities. The eleven priorities are underpinned by proposed key activities that act as the tactics used to deliver on the strategic commitments. The eleven priorities are: * Improve public confidence, * Violence Against Women and Girls, * Reducing crime, * Equality Diversity and Inclusion, * Victims Services, * Wellbeing, * Crime Data Integrity, * Operation Uplift, * Technology and Innovation, * Sustainability, * Covid-19 recovery.   1. Fifty-seven measures or planned key activities were documented and tracked across the Delivery plan.   2. Chief Constables Delivery Plan update dashboard 2022 – 2023 shows where forty measures have been delivered consistently being managed through business-as-usual functions, thirteen were under development with planned delivery or showing improvement, and four were yet to be introduced or has concerns around development and improvement.  |  |  |  |  | | --- | --- | --- | --- | | **Priority** | **Measures either delivered or consistently being managed through business-as-usual functions** | **Measures remain under development with planned delivery or showing improvement** | **Measures yet to be introduced or has concerns around development and improvement** | | **Keeping Neighbourhoods Safe**  (13 measures) | **85%**  11 measures | **15%**  2 measures | **0%**  0 measures | | **Combat Serious Crime**  (9 measures) | **67%**  6 measures | **33%**  3 measures | **0%**  0 measures | | **Support Victims and Protect the Vulnerable**  (12 measures) | **58%**  7 measures | **17%**  2 measures | **25%**  3 measures | | **Increase Community Confidence in Policing**  (12 measures) | **83%**  10 measures | **17%**  2 measures | **0%**  0 measures | | **Drive Sustainable Policing**  (11 measures) | **55%**  6 measures | **36%**  4 measures | **9%**  1 measure | | **Total**  **(57 Measures)** | **70%**  **(40 measures)** | **23%**  **(13 measures)** | **7%**  **(4 measures)** |  * 1. This report will update on the measures that were not consistently met across the Crime Commissioners 5 priorities in the previous report. * Keeping Neighbourhoods Safe (2 measures in total) * Combat Serious Crime (3 measures in total) * Support Victims and Protect the Vulnerable (5 measures in total) * Increase Community Confidence in Policing (2 measures in total) * Drive Sustainable Policing (5 measures in total)  1. PRIORITY 1: KEEPING NEIGHBOURHOODS SAFE    1. There are two measures that were categorised as amber.    2. ***We will build on Multi Agency Tasking and Coordination protocol:***   Home officer funding has been secured supporting the provision of 2 MARAC chairs, a MARAC co-ordinator, 2 MATAC domestic abuse navigators and 2 administrators.  Benefits of the current MATAC coordination has been evidenced through the identification of high-risk perpetrators with serious offending history. Having moved from a neighbouring force the individual was previous identified, but the embedded processes allowed support to be provided to the victim.  Further work is needed to address the measure in full and therefore it currently remains as amber.   * 1. ***We will expand our use of diversionary schemes to prevent re-offending.***   Following a re-commissioning exercise, and from April 2024, the Nelsons Trust will now lead on the provision of diversionary schemes to prevent re-offending. Examples of the expansion already available includes the provision of the responsible dog ownership course for low level dog offences run by blue cross. This evidences the commitment to develop our range of out of court interventions to reduce re-offending in response to local community priorities.  This measure is now business-as-usual and continues to be built on by the force. It has moved to green status.   1. PRIORITY 2: COMBAT SERIOUS CRIME    1. There are three measures that were categorised as amber within this section.   ***We will focus our efforts on tackling violence against women and girls,***  The force has made significant progress in this area. The recently embedded VAWG, SOC and Vulnerability Board focuses on a bespoke action plan and is scrutinised quarterly by the Deputy Chief Constable. We continue to develop key performance data metrics. The Chief Superintendent role in VAWDASV continues to develop sustainable partnership models, for example in MARAC, through the VAWDASV Commissioning Board. This work is under development with planned delivery and improvement. It currently remains as amber.  ***We will review our approach to Firearms Licensing to ensure the public have confidence in our decision making,***  The force has made significant progress in this area where it has a focussed understanding of its current position with regards to risk and demand. A performance report is presented to the Assistant Chief Constable every quarter in terms of the force’s timeliness processes for grant applications and renewals. We track each application to ensure dates do not elapse. We are working through a backlog of new grant applications, and with new staffing and processes in place the backlog will be removed by September 2024. This work is under development with planned delivery, remaining as amber.  ***We will build a strong governance process to manage CID recruitment, retention and progression, supported by our CID Succession Planning meeting enabling us to monitor our gaps and flex to where risk is greatest.***  The force has a CID Succession Planning Group (SPG) that is reported on monthly and held to account through the governance portfolio. Robust scrutiny of the force’s establishment and workforce planning meeting ensures deeper understanding of capacity and capability. This builds on and feeds into the existing Workforce Resource Meeting and CID/PPU Implementation meeting to ensure we have the right people in right place. An example being hybrid remodelling of the Rape Investigation Team (RIT). We continue to report on the short, medium, and long-term goals through governance. The force has enhanced this with chief officer oversight of resourcing at a newly created Strategic Workforce Planning Board.  This work is under development with planned delivery and remains as a corporate risk, remaining as amber.   1. PRIORITY 3: SUPPORT VICTIMS AND PROTECT THE VULNERABLE    1. There are two measures that were categorised as amber.   ***We will ensure there is a comprehensive approach to victim care throughout the victim journey and regularly benchmark ourselves utilising HMICFRS’s Victim Service Methodology.***  The force was revisited in September 2023 by HMICFRS where they conducted a further Victim Service Assessment inspection. The inspection demonstrated dramatic improvements in this area resulting in the Responding to the Public Cause of Concern being removed. This measure is now green and will continue to be enhanced by the force.  ***Vulnerability governance and accountability.***  This is a significant piece of work requiring a whole force approach where we are ensuring progress with monthly meetings with the Vulnerability Knowledge and Practice Programme (VKPP) team and this is built on with dialogue through peer reviews, national picture conversations and sharing of best practice. We have aligned ourselves with the VKPP by developing a National Vulnerability Action Plan delivery plan tracker. This is currently being populated by all workstreams to demonstrate vulnerability work ongoing across the force. This is managed through the Vulnerability meeting and VAWG, SOC and Vulnerability board and will remain as amber.   * 1. There are three measures that were categorised as red.   ***We will introduce dedicated teams to enhance our investigations and prosecution file quality.***  This File Management Unit is now embedded, and quality is tracked across key national metrics. Since the last release of national data comparisons, the force has shown improvements in Red Pre-charge NFS compliance (7th to 5th), Green Pre-charge NFS compliance (29th to 19th), Green PCD (DA Only) NFS compliance (21st to 19th), Red PCD Number of triages (15th to 9th) and PCD charge outcomes (29th to 27th).  The force has had four areas for improvement closed in the area of crime investigations following the Victim Service Assessment inspection findings in December 2023. Through the crime audits, HMICFRS state that 92 of 100 investigations were judged to be effective. With regards to file quality, this will remain under development. This measure has now moved to amber.  ***We will ensure our supervision levels are appropriate and that supervisors ensure everything we do is of a high quality,***  Through the Business Change team, the force continually runs modelling on operating structures. This will be tested through the Operating Model review.  The force has developed metrics and dashboards to track compliance and monitoring quality of supervisor Niche updates in investigations.  The HMICFRS Victim Service Assessment revisit inspection findings demonstrate effective supervision of investigations in 91 of 99 cases. There was also effective and appropriate supervision when required for response/deployment in 38 of 39 cases. As stated above, the quality was deemed so high the forces cause of concern was removed by HMICFRS leads. Quality assurance processes are being used across Vulnerability, Force Contact and Control (FCC) and Investigations and scrutiny being applied through various forums. This has been assessed as consistently used across business-as-usual functions and as such as moved to amber.  ***We will continue to provide resilience and crime prevention advice through our First Point of Contact Staff***  The force can demonstrate clear embedded improvements in this area following HMICFRS Victim Service assessment inspection where findings show the call handler gave appropriate advice on preservation of evidence in 28 of 30 relevant cases and the call handler gave appropriate advice on crime prevention in 35 of 36 relevant cases. This is continually monitored through the FCC Quality Assurance team and this measure is deemed consistently delivered through business-as-usual processes. This measure is now assessed as green.   1. **PRIORITY 4: INCREASE COMMUNITY CONFIDENCE IN POLICING**    1. There are two measures that were categorised as amber.   ***We will continue to ensure our officers use powers (such as stop search and arrest) and force in ways that are proportionate and non-discriminatory; and which foster positive relations between communities and policing.***  The force has conducted a deep dive into Stop and Search and reported the findings into the Force Improvement Board. New training is being developed by the Coercive Powers Tactical lead. The training will be underpinned by a refreshed strategy and a plan on a page to bring renewed focus to leads and frontline.  Initial training ran from February – April 2024, and will continue throughout the year and we have developed a strategy and plan on a page to work through in 2024. Progress will be tracked through the Coercive Powers meeting and also Operational Performance Board ensuring Chief Officer oversight. This is work that is under development and as we move into the PEEL inspection from June 2024 HMICFRS will review our progress This is planned delivery through 2024 and is remaining as amber.  The force will continue to ensure all crime is recorded ethically and in accordance with the Home Office Counting Rules.  The force has recently completed a National Crime Recording Standard audit through February 2024 to April 2024 with a result of 97%. The intent is to reach 95% compliance and to sustain this level of compliance. Crime Data Integrity (CDI) is monitored through Operational Performance Board and through the Force Crime Registrar CDI Working group. The force will be subject to a CDI inspection during the PEEL Inspection continuous assessment phase during the latter part of 2024. The force acknowledges the HMICFRS focused on victim-based outcomes in the recent cycle of inspection so has developed a dashboard to illustrate our status and have expanded this to monitor how we are performing in relation to a breakdown of outcomes where offenders are brought to justice. Our overall outcome rate has improved to 13.2% (April 2024). This remains amber.   1. PRIORITY 5: DRIVE SUSTAINABLE POLICING    1. There are four measures that were categorised as amber within this section.   *We will maximise the benefits of our new HQ and seek to replicate those benefits in other areas of our estates and in any new builds. We will continue to deliver our de-carbonisation plan in our aim to be net zero emissions by 2030.*  The progress of this plan to replicate the benefits across Gwent Police is business as usual. Abergavenny new build is on course for Building Research Establishment Environmental Assessment Method (BREEAM) excellence and the Light Emitting Diode (LED) lighting install programme is complete.  Electrical vehicle chargers are now installed at Bargoed, Chepstow, Brynmawr, Cwmbran, Ebbw Vale, Maindee, Tredegar, Risca, Pontypool and Monmouth. Electric capability upgrade applications are submitted for Newport Central, Bedwas, Pill, Blackwood, Ystrad, Always, Rhymney, Caldicot and will be progressed once the applications are approved by National Grid. This measure is now recognised as green.  *We will invest in our culture and build capability in our people to ensure behaviours, decisions and actions build internal and external confidence.*  Significant progress is being made in this area. A strategy has been drafted by ACC McLain and a delivery plan is in development and for sign off by DCC Hobrough through 2024. There is planned delivery of key works set out and therefore this area remains amber.  *We will implement ‘GoodSam’ technology and voice analytics to ensure our FCC is efficient.*  Good Sam technology is currently being utilised in the force and being embedded in Domestic Abuse Safeguarding Team and now Firearms Licensing and access to the technology has been extended.  Voice Analytics is in pilot phase at present in the FCC. The work in these areas remains amber.   * 1. There are two measures that is categorised as red.   *We will procure a new Command and Control system in collaboration with South Wales Police.*  The forces acquisition and implementation of the new SAAB command and control is on-going and identified as red at this time. Implementation is being led by our Digital Services Collaboration.  ***Departmental support through HR Business Partners to monitor absence rates, trends and apply prevention and intervention to reduce absence.***  Absence rates and trends are monitored through various governance meetings and boards providing oversight at strategic level. The force is working hard to understand the factors why and has devised various approaches to address absence. The force Wellbeing lead has utilised research findings and conducted focus groups with 23 departments and 160 officers and staff to understand the underlying reasons for sickness. The force also has a comprehensive Wellbeing Strategy and Wellbeing Plan. Through research and engagement and in support of the above, the force has now implemented a sickness management framework. The force acknowledges there is work to do and improvement is yet to be evidenced – this remains as red.   1. CURRENT STATUS  |  |  |  |  | | --- | --- | --- | --- | | **Priority** | **Measures either delivered or consistently being managed through business-as-usual functions** | **Measures remain under development with planned delivery or showing improvement** | **Measures yet to be introduced or has concerns around development and improvement** | | **Keeping Neighbourhoods Safe**  (13 measures) | **92%**  12 measures | **8%**  1 measure1 two | **0%**  0 measures | | **Combat Serious Crime**  (9 measures) | **67%**  6 measures | **33%**  3 measures | **0%**  0 measures | | **Support Victims and Protect the Vulnerable**  (12 measures) | **75%**  9 measures | **25%**  3 measures | **0%**  0 measures | | **Increase Community Confidence in Policing**  (12 measures) | **83%**  10 measures | **17%**  2 measures | **0%**  0 measures | | **Drive Sustainable Policing**  (11 measures) | **64%**  7 measures | **18%**  2 measures | **18%**  2 measures | | **Total**  **(57 Measures)** | **77%**  **(44 measures)** | **19%**  **(11 measures)** | **4%**  **(2 measures)** | | **Change since last report** | **Increased by 4** | **Reduced by 2** | **Reduced by 2** |  * 1. There are two measures still at red phase reducing this section by two.   2. Eleven measures remain under development with planned delivery or showing improvement.   3. Forty-four measures are either delivered or consistently being managed through business-as-usual functions.  1. COLLABORATION    1. Not applicable as a standing item to this report however where appropriate   Collaborative needs will be considered as part of the actions taken to address the concerns.   1. FINANCIAL CONSIDERATIONS    1. There are no financial considerations required for noting at this time. Changes made to address the cause for concerns have been done so within the staffing and financial parameters available. Should financial constraints or considerations be identified for the outstanding AFI’s these will be recorded in future reports. 2. PERSONNEL CONSIDERATIONS   11.1 There are no personnel considerations at this time.   1. LEGAL CONSIDERATIONS    1. There are no legal considerations at this time. 2. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS    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.    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. 3. RISK    1. If the force is unable to continue the progress in relation to the achievement of appropriate outcomes for victims of crime there is a potential impact for them. This will continue to be monitored through local and force performance meetings. 4. PUBLIC INTEREST    1. In producing this report, has consideration been given to ‘public confidence’? Yes    2. Are the contents of this report, observations and appendices necessary and suitable for the public domain? Yes    3. If you consider this report to be exempt from the public domain, please state the reasons: N/A 5. REPORT AUTHOR    1. Chief Inspector Steve O’Brien 6. LEAD CHIEF OFFICER    1. DCC Mark Hobrough 7. ANNEXES    1. None. 8. GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL   This report has been presented to the following oversight board:  **Strategic Force Performance Board**    Meeting chaired by:  **DCC Mark Hobrough**    Meeting date:  **24.05.2024**    Actions and amendments arising from meeting:  **N/A**    I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.   I confirm this report is suitable for the public domain.  **Signature:** **Date: 24.05.2024** | | |