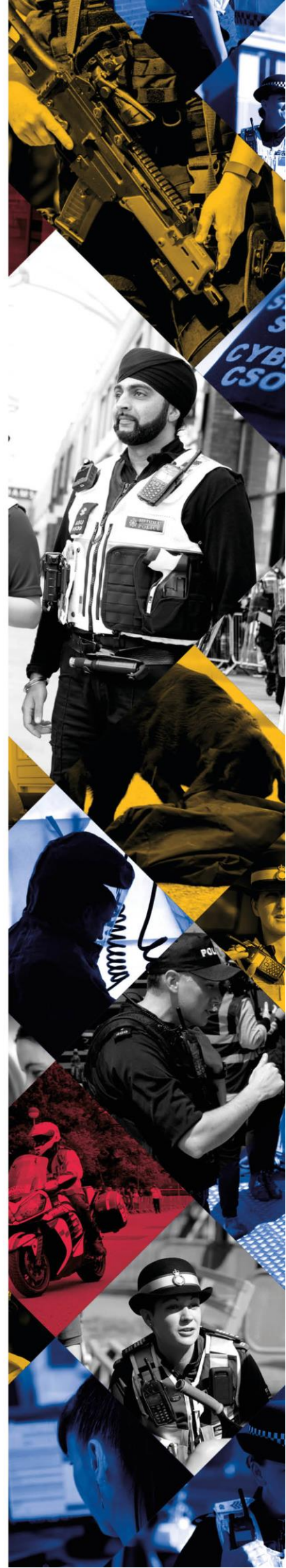




# Delivery Plan 2022-2023

## CHIEF OFFICER TEAM REPORT

April 2022



# 1. PURPOSE AND RECOMMENDATION

1.1 The purpose of this report is for a decision to agree and launch the Chief Constable's Delivery Plan.

1	Reducing Crime
2	Crime Data Integrity
3	Equality Diversity & Inclusion
4	Improve Public Confidence
5	Violence Against Women & Girls
6	Victim Services
7	Wellbeing
8	Operation Uplift
9	Technology & Innovation
10	Sustainability
11	Covid-19 Recovery

# 2. INTRODUCTION & BACKGROUND

The Police and Crime Plan 2021-24 links the issues affecting the people of Gwent with consideration for the broader challenges facing policing. The plan is developed through extensive public engagement, capturing the views of the diverse communities across Gwent. The focus of this plan is supporting victims, robustly tackling offending, whilst increasing community confidence in the service. It is a priority to drive sustainable policing to ensure a more environmentally friendly and efficient police service fit for the 21<sup>st</sup> Century.



The Commissioner set five priorities for 2021-2024:

- Keeping Neighbourhoods Safe
- Combat Serious Crime
- Support Victims and Protect the Vulnerable
- Increase Community Confidence in Policing,
- Drive Sustainable Policing

The election was delayed by a year due to the exceptional circumstances of the Pandemic, therefore the new Police and Crime Plan only covers the next 3 years. This report provides the Chief Constables plan to deliver the Police and Crime Plan in 2022/2023. It is intended as a guide to the forces action to deliver against the five priorities. It is also intended to provide the necessary reassurance to the Police and Crime Commissioner of the forces commitment to achieving these over the coming 3 years.

The force provides its service within a budget of £156 million pounds per year and despite the additional resources provided through Operation Uplift, will need to manage continued reductions in real terms funding from the UK government throughout the coming five-year period. To help do so, we have conducted a thorough review of the way the force delivers its Uniform, Investigative and Criminal Justice services, to develop an operating model that is best suited to the current policing environment. To support this, the force will ensure it utilises the most efficient and effective method of dealing with people in custody. The force will also continue to efficiently improve its services to the public by working closely with its partners in Public Service Boards and with police force partners in Wales and beyond.

The force continued to recruit officers and staff throughout 2020/21, and now has one of the youngest staff profiles in the country. In 2022/23, the force will continue to invest in its employees and build a talented, resilient workforce that is more representative of the community it serves. The force is determined that Gwent will become an outstanding police service that is trusted by all the communities in Gwent.

### **3. ISSUES FOR CONSIDERATION**

The Chief Constable aims to deliver on the Policing and Crime plan this year with the following delivery plan:



### **3.1 Reducing Crime**

The force will continue current progress to reduce crime whilst striving to record it ethically and in accordance with the Home Office Counting Rules.

Our priority will be reducing public order-type crime and incidents of anti-social behaviour along with reducing acquisitive crime through Neighbourhood Policing Partnerships, our We Don't Buy Crime initiative and our problem-solving hubs.

The Safer Streets project will allow us to provide funding for improvements to lighting and CCTV coverage in key areas of the community, invest in local projects including the creation of Safer Streets Business Accreditation Scheme where staff will receive further training to support those who feel vulnerable in our society, providing a safe space.

We will focus on reducing the demand caused by repeat offenders through effective offender management and we will improve the services we provide to our repeat victims.

The force will continue to disrupt and dismantle Serious Organised Crime across the force area by utilising a cohort of officers to tackle Organised Crime Groups and persistent street level drug criminality.

We will measure our performance against the expectations of the UK Government's "Beating Crime" Plan.

Policing the road networks of Gwent will be a key tool in our crime reduction strategy. We will deny offenders the use of our roads by building upon the work of the Roads Policing Specialist Operations team and increasing the numbers of road users brought to justice for committing offences. We will work in partnership with the Wales Road Casualty Reduction Partnership and through initiatives such as Operation Snap and Operation Utah to target illegal road users.

### **3.2 Crime Data Integrity**

The force has made significant positive steps to improving crime data integrity however there is still more to do and will remain an area of focus for the whole organisation. It is important for the legitimacy of the force that we continue to develop and improve in this area.

### **3.3 Equality, Diversity, and Inclusion**

The force will continue to put equality and diversity at the centre of our work by further developing and investing in the Joint Strategic Equality Plan. This will be the backbone of our decision making in recruitment, retention and public engagement. We will make our workforce better reflect our community by continuing to encourage people from underrepresented



groups to join the organisation. We will seek to build a positive workplace culture that attracts, selects and retains talented people and which provides them with opportunities for career progression.

### **3.4 Improve Public Confidence**

Our service is critically reliant on the quality of our people. Leadership development will maintain a professional workforce, equipped with the skills and capabilities necessary for policing in the 21st century.

A new leadership framework and strategy commenced in January 2022. The framework recognises everyone is a leader and that leaders at all levels role-model behaviours that inspire trust and confidence internally and externally and support their staff to do the same.

Gwent Police will continue to foster a brand of ethical leadership that delivers organisational justice thereby improving procedural justice and perceptions of police effectiveness and fairness of personal treatment.

In addition, a new Neighbourhood Policing strategy will be rolled out over the coming year. It will review our approach to community engagement and ensure arrangements are fit for the future. Neighbourhood Teams will focus upon identifying and solving the problems that matters to communities and build confidence in those communities that find it harder to trust the police.

Professional standards, ethics and culture will remain the highest of priorities and the force will robustly tackle those that fall below expected standards.

### **3.5 Violence Against Women and Girls**

We will continue to build trust and confidence between women and girls and the police. We will do this through our Violence Against Women and Girls (VAWG) Strategy and Delivery Framework which aligns and connects our actions and activity with the NPCC VAWG National Framework and the Welsh VAWDASV National Strategy.

### **3.6 Victim Services**

There will continue to be an unrelenting focus on improving our interaction with victims of crime. We will build on the early success of our new Victim Care Unit to ensure we provide a holistic support service to victims of crime and improve our victim's satisfaction. We will engage with survivors and victims to better understand their experiences and shape our services. We will safeguard the vulnerable through further enhancing the work of our multi-agency Safeguarding Hubs.



### **3.7 Wellbeing**

Operation Hampshire will be embedded within the organisation, with regular monitoring and opportunities for organisational learning. Vision for wellbeing to be realised through Lunch & Learns, Wellbeing Events and inputs; Psychoeducation and Trauma Resilience Project; Annual Psychological Monitoring & The Wellbeing toolkit. Departmental support through HRBPs to monitor absence rates, trends and apply prevention and intervention to reduce absence.

### **3.8 Operation Uplift**

Operation Uplift will continue to progress over the coming year through further recruitment of staff. We will meet our targets for recruitment. There will be a continued recruitment of Community Support Officers and Support Staff over the next year to strengthen our establishment. Through the Positive Action team, we will increase the representation across all workstreams.

### **3.9 Technology and Innovation**

The force has a history of investing in technology, which helped overcome the adversities brought about by the pandemic. This year, we will improve our effectiveness and efficiencies through expanding our use of technology. After the success of the initial trial we are hopeful the use of Automatic Facial Recognition will be rolled for all officers to use on their mobile phones. This will improve our ability to identify offenders and suspects quickly to bring them to justice. We will also work with partners to improve the CCTV capability throughout the county. We will democratise our data so our officers have access to it and understand how they can use it to improve their performance.

Microsoft 365 functionality will be increased with new applications including Planner, Whiteboard, Bookings, Yammer & Power Automate being rolled out. Departments will continue to move over to SharePoint Online, improving our document management and file sharing and co-authoring capability.

### **3.10 Sustainability**

We will continue to deliver our Greener Gwent Sustainability Strategy and implement our de-carbonisation plan in our aim to be net zero emissions by 2030. We will engage with our workforce to ensure that sustainability becomes business as usual, and we will contribute on an organisational level to reducing our carbon footprint.

### **3.11 Covid-19 Recovery**

The Covid-19 Recovery Board will continue to provide oversight of the recovery process of all departments in line with the Recovery Strategy.



The board will encourage reflection, organisational learning and improvement opportunities moving forward.

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 2022/23 with progress against the aims.

## **4 COLLABORATION**

4.3 We will continue to strengthen our collaborative partnerships throughout Wales and key stake holders to deliver on the priorities over the coming year.

## **5 NEXT STEPS**

5.3 For agreement and decision.

## **6 FINANCIAL CONSIDERATIONS**

6.3 No Cost associated with this paper beyond those laid out in the forces financial strategy and funding requirements presented to the Policing Crime Panel.

## **7 PERSONNEL CONSIDERATIONS**

7.3 None identified in this paper beyond metrics in place to monitor progress through People Strategy Board.

## **8 LEGAL CONSIDERATIONS**

8.3 None identified in this paper beyond Joint Legal Services governance of contracts.

## **9 EQUALITIES & HUMAN RIGHTS CONSIDERATIONS**

9.3 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.



9.4 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.

## 10 RISK

10.3 There are no risks identified in this paper beyond those recorded in force risk register.

## 11 PUBLIC INTEREST

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

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

11.5 Media, Stakeholder and Community Impacts:

11.5.1 Impact is low

## 12 REPORT AUTHOR

12.3 Chief Superintendent Nicholas McLain

## 13 LEAD CHIEF OFFICER

13.3 Chief Constable Pam Kelly

## 14 ANNEXES

14.3 none

## 15 CHIEF OFFICER APPROVAL

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

15.4 I confirm this report is suitable for the public domain / is not suitable for the public domain for the reasons stated in 11.3. *(delete as appropriate)*

**Signature:** *(Insert CO electronic signature)*

**Date:**





DRAFT

