

Police and Crime Commissioner for Gwent Decision	
PCCG-2014-033	Police and Crime Commissioner for Gwent Decision Session
Subject	Force Delivery Plan 2013/14
Summary	To record the decision of the Police and Crime Commissioner regarding the monitoring of the Force Delivery Plan 2013/14.

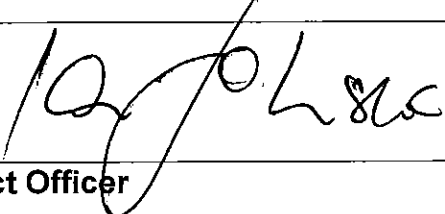
DECISION

1. Under the Police Reform and Social Responsibility Act 2011, I am required to publish a Police and Crime Plan that sets out my objectives for Gwent.
2. In order to ensure delivery of these objectives and allow me to monitor progress, the Force has produced a Delivery Plan.
3. I have discussed progress for the year 2013/14 with the Chief Constable and we have agreed that in future the Force Delivery Plan will be presented to the Strategy and Performance Board for consideration on a six monthly basis.
4. Once the Plan has been discussed and commented on by the Board and the appropriate amendments made, it will be added to my website.
5. I have monitored the six monthly update of the 2013/14 Delivery Plan.

Ian Johnston QPM, Police and Crime Commissioner for Gwent

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.

The above request has my approval.

Signed		Date	12.5.14
Contact Officer			
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Background papers

Police Reform and Social Responsibility Act
2011

PRIORITY 1	TO DELIVER THE BEST QUALITY OF SERVICE AVAILABLE	
Outcome	People of Gwent are satisfied that the police provide a service which meets their requirements	
Strategy	<ul style="list-style-type: none"> • Work with victims and staff to develop our victim services plan • Continue to develop the way in which we keep people informed about the action we take in response to their concerns 	
1. Increase the proportion of people who are satisfied with the way the police in their area are dealing with the things that matter to them		
Activity	Update	Metrics
1. Identify activities that affect public confidence.	<p>Service improvements are identified and managed through the "Service That Works" strand chaired by the Deputy Chief Constable</p> <p>Enhancements to the first point of contact with the public through the Communicates Suite are designed to enable more telephone calls to be resolved by the call taker thereby reducing repeat calls and calls being passed around the Force.</p> <p>New arrangements for deploying officers to calls are being rolled out across the Force area to reduce the number of calls awaiting response.</p> <p>Arrangements for the public to access Gwent Police through local police locations (including stations and mobile units) and using multi media are being reviewed.</p>	<p>There are several measures in the National Crime Survey England and Wales Data. The key measure is:</p> <p>'Police deal with community issues' 56.7% (12 months to Sep 2013) compared to 53% in Sept 2012</p>
2. Improve the effectiveness of public engagement through a wider range of delivery mechanisms that are cognisant of community needs.	<p>The development of the Engagement Toolkit for staff ensures that they have access to up to date information, good practice and case studies that demonstrate excellence across the Force. We are now able to draw on and share our experiences – what works well and indeed what we can improve for the future. One such example is the initiative that Ystrad Mynach NPT undertook using ipads to survey communities and tackle issues. 'You said, We did' approach. Other such developments include:</p> <ul style="list-style-type: none"> • Dedicated CSO to Farmwatch across the Force. • The rollout of Monmouthshire Prime – two editions have been published Spring and Autumn, giving crime prevention advice to the elderly through a targeted delivery method • CSO and NPT officer involvement in community sporting • Drop in surgeries at stations are now being further enhanced to widen station opening for Engagement purposes • Development of an 'Engagement Contract' – now being finalised to commit to engagement through public meetings attendance and local contact. 	<p>Performance Measures are currently being considered for this activity.</p>

2. Increase the satisfaction of victims of crime with the service they have received from the police

Service improvements are identified and managed through the “Service That Works” strand chaired by the Deputy Chief Constable

1. Provide customer service feedback to frontline staff.
2. Undertake a series of workshops with police officers and staff to identify barriers and blockers to good service delivery.
3. Examine best practice from other organisations, including those in the policing family of forces, neighbouring forces and best performing forces.

The Victim Services Project has undertaken a series of workshops with victims of crime and analysed the results of Victim Satisfaction Surveys to identify areas for improvement. The Project has identified specific activities which will improve victim satisfaction.

- Project ‘Undivided’ has been commissioned and is being run by *Victim Support*. This will specifically look from initial contact to final outcome and follow the journey of 100 victims. The journeys will be mapped to prevent waste, duplication, highlight gaps and define roles and responsibilities. A detailed report will be compiled to help inform our future decision-making.
- Briefings have been provided to frontline officers to explain the benefits to the public and the Force of providing good customer service and providing timely feedback to people who have contacted us to report an incident.

Improvements in performance measures through Victim Satisfaction Surveys should start to come through in the March/April results.

- Victim of Crime Satisfaction Surveys and outcome focus groups activities and other activities (i.e. accessibility surveys)
Crime 78.9% as at Dec 2013 (reduction from 82.2% in Dec 2012)
- Victim satisfaction with being kept informed
Crime 66.3% as at Dec 2013 (a reduction from 67.2% in Dec 2012)

PRIORITY 2		
TO REDUCE AND PREVENT CRIME		
Outcome	People of Gwent are less affected by crime	
Strategy	<ul style="list-style-type: none"> • Allocate resources to where they are needed, so that the right people are in the right place at the right time • Target repeat and high-volume offenders who cause the most harm to our communities • Increase the number of offenders brought to justice 	
1.	Reduce the overall number of crimes in Gwent	
Activity	Update	Metrics
<p>1. Increased focus on priority and prolific offenders.</p> <p>2. Better match resources to demand by Centralisation of resource management and resource deployment based on ward profiles.</p> <p>3. Locally based documented approaches to night time economy activity.</p> <p>4. To better understand reasons for criminal damage and to produce a force strategy to tackle this by creating a Force</p>	<p>Portfolio Leads identified through the ACC's Performance Board have been allocated to reduce crime using Evidence-Based Policing methods.</p> <p>In response to the Integrated Offender Management Assessment, carried out by the College of Policing, a Development manager and Implementation Group have been appointed to implement the cross-agency arrangements. Initial performance data suggests that the re-offending rates amongst the IOM cohort has reduced.</p> <p>There are now 2 IOM multi-agency hubs operating in Caerphilly and Newport housing police officers, probation staff and substance misuse support workers. The overall cohort size in Gwent has increased to 231 offenders.</p> <p>Portfolio leads have produced individual action plans and crime profiles to address crime areas on a force-wide basis, not just at individual Local Policing Unit basis. These are subsequently managed by a lead responsible officer through the Level 1 and Interim Tasking process on a weekly basis to identify emerging trends and allocate resources.</p> <p>If required this process will, and has, developed a force wide operation to address and reduce a particular 'crime series' e.g. theft of catalytic converters, and Street Robbery crimes.</p> <p>This process allows for a 'live time' approach to 'hot spot' crime rather than depending on long term crime analysis, which is less reactive. It also ensures that other crime areas have a continual overview and leadership from the portfolio lead.</p>	<ul style="list-style-type: none"> • Reduction in number of crimes committed by IOM cohort • Number of offenders that have graduated from IOM status • 0.8% reduction in Criminal Damage & Arson between Dec 2012 and Dec 2013 • 5.1% reduction in household crime (domestic burglary) between Dec 2012 and Dec 2013

<p>wide problem profile and implementation of a force strategy.</p>	<p>This approach is also augmented into the seasonal analysis of crime trends (e.g. ASB peaks over the Halloween and Bonfire Night periods), and built into Level 1 tasking. This allows short lived 'hot spot' crimes to be considered against known seasonal crime fluctuations when considering where and when to deploy resources.</p>	
<p>2. Reduce the number of victims of crime in Gwent</p>		
<p>Activity</p> <p>1. Focus on repeat and vulnerable victims of crime.</p> <p>2. Develop effective crime prevention.</p>	<p>Update</p> <p>Implement identified activities through the Force Tasking Group, chaired by the ACC. These include:</p> <p>Target hardening is currently employed as a proactive measure to stop victims becoming repeat victims. The priorities for this activity are:</p> <ul style="list-style-type: none"> - Domestic Violence - Onyx (sexual offences) - Witness Protection - Serious Violence - Hate Crime <p>We install memo cams to elderly victims of doorstep crime. These assist as an evidence gathering tool to aid a prosecution. Similarly, TecSOS phones (Domestic Violence cases) and Tetra alarms are issued.</p> <p>The revised Victim Risk Assessment process has been running since June 2013 and is monitored for compliance. The tool has been adjusted to be more fit-for-purpose and will be integrated into the Force Records Management System at the appropriate time.</p>	<p>Metric</p> <p>Reduced number of repeat victims</p> <p>(Data concerning repeat victims is currently collected locally on each LPU. Implementation of the new records management system will enable Force-wide statistics to be reported)</p>
<p>2. Develop effective crime prevention.</p>	<p>During the last six months there has been a significant uplift in the number of households in Gwent that are registered on OWL, the on-line watch link. This has enabled a widespread increase in information sharing with communities about crime, activity and indeed seeking information from them. In September alone 196,000 messages went out through the OWL system and this means that we are able to reach a wide pool of people, keeping them up to date with enquiries and provide public safety messages. We are now using surveys on OWL to gauge public confidence and understand community priorities better.</p> <p>We currently have two Architectural Liaison Officers who are crime prevention trained</p>	<ul style="list-style-type: none"> • Increased level of membership of OWL System across all LPU areas (31,000 registered households, 1 in 8 homes) • All aspects of OWL are integrated and monitored

		as part of their core role who are employed on designing out crime at early stages of planning and ensuring that the principles of 'Secured by Design' are implemented through to completion of build to the National Standard.	
3.	Increase the number of Offenders Brought to Justice (OBTJ)		
Activity	Update	Metric	
<ol style="list-style-type: none"> Streamline the processes for submitting cases through to criminal justice Increase the effectiveness of evidential case files 	<p>Through the Staying Ahead Programme, lead by the DCC:</p> <p><u>Streamline Forensic Reporting (SFR)</u> has been rolled out across the force and jointly delivered by Justice Administration and Joint Scientific Support Unit. This was initially for volume crime only, but this has now been extended to all crime categories, such as fingerprints introduced in January 2013, Drugs Testing in October 2013 and the DNA model is next to be implemented in early 2014.</p> <p><u>Digital Interviewing</u> - The portable equipment is in place and utilised by Major Investigation and Learning and Development Teams. This will be extended to Identification Parade viewings. Business Processes are being tested, with completion planned for the end of December.</p> <p><u>Transfer of Digital Media</u> – There are two elements to this work:</p> <ol style="list-style-type: none"> Electronic case files are in place for all volume crime cases, domestic abuse, and operational support. Due to the size of case files, complex cases will be introduced with the implementation of the Records Management System. The development of a repository to facilitate the transfer, access and storage of digital material to Criminal Justice partners. The repository is being developed, and is functional for image capture from BlackBerrys, and for Crime Scene Investigation use. Delivery of the remaining functionality is on track for completion in April 2014. <p><u>Review of Disclosure Procedures</u> – This is an area for development for case file build. Training for all Sergeants was held jointly with Justice Administration and the CPS, following which, all sergeants undertook a case review with the Justice Administration team.</p>	<ul style="list-style-type: none"> Increase in Offenders Brought to Justice <p>(Improvement in OBTJ performance measures, i.e. victims/witness attendance at court, guilty plea first hearing rate, qualitative assessment of case files, ineffective trials).</p> <ul style="list-style-type: none"> ONS – Criminal Justice Statistics 	
Activity	Update	Metric	

<p>3. Provide training to officers to improve quality and timeliness of the criminal justice process</p>	<p><u>Court room presentation</u> – Training support has been requested and agreed by the CPS. We are awaiting confirmation of training dates to provide nominations to these sessions.</p> <p>Case File training, and court room skills are included in the force training bids for 2014/15.</p>	<ul style="list-style-type: none"> • PCC key measures are: Timeliness of 1st Hearing = 73.9% (Apr – Dec 2013) Timeliness of Upgrades = 49% (Apr – Dec 2013)
<p>4. Introduce a force wide restorative justice approach to reduce re-offending</p>	<p>In an aim to break the cycle of reoffending, restorative justice was introduced in force in April 2013. Each young offender is now assessed by a panel made up of various partners including YOs, police and community volunteers with justice specified by the victim. This process means that young people are diverted from going to court, cases do not need to be prepared, and victims are engaged throughout the process and their expectations managed.</p> <p>Restorative Justice for Adults has been rolled out across Gwent and we are incorporating the new Community Resolution into the wider Restorative Justice system.</p>	<ul style="list-style-type: none"> • Reduction in re-offending (Annual data will not be available until April 2014 the project aims to reduce youth reoffending and improve victim satisfaction.)

PRIORITY 3	TO TAKE MORE EFFECTIVE ACTION TO REDUCE ANTI-SOCIAL BEHAVIOUR (ASB)	
Outcome	People of Gwent are less affected by ASB	
Strategy	<ul style="list-style-type: none"> • Assign resources to meet local demand, so that the right people are in the right place at the right time • Target repeat and high-volume offenders and locations causing most harm to our communities • Work with repeat and vulnerable victims to ensure they receive the service they ought to have 	
1. Reduce the overall levels of anti-social behaviour		
Activity	Update	Metric
1. Develop an offender based approach to tackling ASB	Local Crime and Disorder Reduction Officers and local authorities manage ASB referral processes that identify and monitor offender behaviour. Working together with partnerships, options are explored and implemented aimed at reducing re-offending.	Repeat offenders (figures currently unavailable)
2. Develop problem solving activities that will focus on long term solutions to issues	Community restorative justice projects have been trialled in a number of local authority areas. These projects place heavy focus on community involvement and ownership of problem solving local ASB related issues. A recent successful project was held in Caldicot this year. Partnership intervention panels and problem solving groups are firmly embedded into local ASB reduction processes.	Reduction in repeat ASB offending, measured through dip sampling.
3. Development of community intelligence	ASB hotspots are identified and managed through local intelligence meetings. Detailed patrol plans align resources to hot spot areas and coordinate positive policing and partnership activity to reduce ASB offending. Targeted deployment of resources has enabled local ASB reduction tasking teams to positively impact on hotspot areas. New ASB processes have improved our preparation and planning for periods of predictable high ASB demand.	Reduction in ASB incidents: Decrease 10.6% (12 months to Sept-13)

2.	Increase the proportion of people who feel that their call to us made a difference to the ASB problem they were experiencing	
Activity	Update	Metric
<ol style="list-style-type: none"> 1. Further enhance the risk assessment process for victims of anti-social behaviour to ensure the most vulnerable are protected 2. To carry out a review of the PACT process to ensure that we are dealing with incidents that matter to the community and that we are appropriately engaging with citizens 3. Utilise a restorative justice approach with victims and offenders of ASB to reduce reoffending 	<p>The Victim Risk Assessment process is currently under review. . The process is being amended to improve efficiency.</p> <p>The PACT process is being reviewed to assess the effectiveness of current methods. Workshops have been held with Neighbourhood officers the gather examples of good practice.</p>	<ul style="list-style-type: none"> • Increased victim satisfaction survey results for ASB 79.1% as at Dec 2013 (the same as at Dec 2012) • Victim satisfaction survey performance improvement in 'tackling issues in your area' 'Felt their report made a difference' = 65.6% • Being Kept Informed 63.7% as at Dec 2013 (an increase from 55.3% in Dec 2012)

PRIORITY 4	TO PROTECT PEOPLE FROM SERIOUS HARM	
Outcome	People of Gwent are protected from Serious Harm	
Strategy	<ul style="list-style-type: none"> • Maintain specialist teams of investigators to provide the best level of service to victims of domestic abuse and rape • Prioritise the service provided to victims of sexual offences and violent crime • Work with partner agencies to reduce repeat victimisation 	
1.	Increase offenders brought to justice for domestic abuse, serious violence and sexual offences	
Activity	Update	Metric
<ol style="list-style-type: none"> 1. Work with Gwent wide partner agencies to develop better coordination of services for people who experience domestic abuse 2. Developing intelligence products which enable swift action 3. Work with Gwent wide partner agencies to enhance our approaches to offender management 	<p><u>Domestic Abuse:</u> In November 2012 the force adopted the new cross-Government definition of domestic abuse, which now includes victims between the ages of 16-18 who are affected by abusive relationships.</p> <p>The volume of incidents that are now flagged as domestic abuse cases has increased by 38% (+3,575 incidents) during the reporting period October 12-September 13 when compared with the same period during the previous year. The volume of crime reports which are flagged as domestic abuse cases has risen by 31% (+867) during the same period.</p> <p>Gwent Police hosts a daily teleconference with partners to share information about all new domestic abuse cases, to review the risks and to agree actions to safeguard victims and their families. A more in-depth review takes place at the fortnightly Multi-Agency Risk Assessment Conference (MARAC) in each Local Authority area. The force is also one of four forces in England and Wales that has taken part in the Domestic Violence Disclosure Scheme, known as 'Claire's Law'.</p> <p>Repeat and serial perpetrators of domestic abuse are now identified through force systems and are prioritised at briefings within Neighbourhood Policing Teams.</p>	<ul style="list-style-type: none"> • Reduction in domestic abuse violent offences (reported offences have increased due to the proactive strategy adopted) • Increase prosecution of rape and sexual offences <p>Amongst many others, successful cases include:</p> <ul style="list-style-type: none"> • A GWENT man jailed for 30 years for carrying out campaign of sexual abuse against two children and threatening police officers with a nail gun in an armed siege. • A MAN who had sex with a Gwent schoolgirl who later became pregnant was sentenced to four years in prison.

<p>Activity</p> <p>4. Work with Gwent wide partner agencies to develop better coordination of services for vulnerable children</p>	<p>Update</p> <p><u>Missing Children</u> The Gwent Missing Children's Team is a multi-agency team, launched as part of the 'Breaking the Cycle' project in April 2013. The team is co-located at Mamhilad Park Estate and practitioners from Police, Social Services, Health and Education work together to identify children who repeatedly go missing from home or local authority placement. The team has direct access to information from a variety of systems and uses this information to help understand the root cause(s) of the behaviour. Often, young people go missing because of underlying problems or vulnerabilities such as neglectful or abusive relationships, alcohol misuse or drug dependency. The aim of the team is to develop risk assessments and to ensure that the right package of support is directed towards the needs of the child. The team is able to directly deploy independent de-brief workers where necessary, in order to assist in developing a trusting relationship with the child so that more information can be obtained about the underlying reasons for their behaviour.</p> <p>Early results are promising. With evidence of reductions of missing episodes, particularly in the most acute cases. A full evaluation will be commenced in April 2014 by Welsh Government.</p>	<p>Metric</p> <ul style="list-style-type: none"> • Qualitative assessment of partnership based prevention activity (Missing Children)
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2. Reduce the number of incidents of serious violent crime		Metric
Activity	Method	
<p>5. Developing intelligence products which enable swift action</p> <p>6. Develop our approach to reducing harm through organised crime group mapping</p>	<p>Organised Crime Group Mapping (OCGM) is a comprehensive index which effectively articulates the threat to the UK from organised crime. It informs understanding of organised crime at local, regional, national and international levels, supporting the management of risk and reduction of harm.</p> <p>Gwent Police has embedded OCGM as an integral part of the tasking process. Awareness sessions have been conducted with Lead Responsible Officers. Responses to organised crime groups are managed at a range of the levels within the force.</p> <p>At a Regional level OCGM forms the central philosophy of the Regional Tasking Process. This is a multi level approach to tackling the criminality as responsibility for the management of an Organised Crime Group can transfer from Local to Force to Regional level according to the OCG's activities.</p>	<p>Ongoing qualitative assessment</p> <p>Amongst many others, successful cases include:</p> <ul style="list-style-type: none"> • Court appeal leading to increased sentences for armed robbers in Caerphilly • Seizure of 2 kilos of heroin in Newport leading to a 9 year sentence for the perpetrator and 8 years and 3 ½ years for co-conspirators • Substances which were destined for supply via a 'legal highs' web site were seized. Seventeen bank accounts with over £750,000 were restrained as a result.

PRIORITY 5		TO MAKE THE BEST USE OF RESOURCES AND PROVIDE VALUE FOR MONEY	
Outcome	People of Gwent are provided with a police services that represents value for money		
Strategy	<ul style="list-style-type: none"> • Reduce costs by redesigning services to work more efficiently and work to reduce demand for those services • Promote an attitude of Continuous Improvement within the police force • Seek to collaborate with other police forces and other organisations where this will deliver an improved service for the public and better value for money • Building the capability and capacity of our people 		
1.	Increase productivity and best use of police services		
Activity	Method	Metric	
1. Deliver the projects within the Staying Ahead Programme in accordance with the planned activities for Phases 6 and 7	The Staying Ahead Programme, lead by the ACC, is fundamental to the delivery of the Police and Crime Plan with the aim of presenting solutions to the future funding challenges and improving services to the public.	Benefits measures are applicable to each Staying Ahead project and tailor made to the projects concerned. They include:	
2. Promote ideas and suggestions from staff and the public to improve services	Activities carried out under the "Service that Works" strand are part of the Staying Ahead Programme.	<ul style="list-style-type: none"> • Reduction in demand for police services (Communications Suite Project) 	
3. Encourage frontline staff to implement local service improvements and work in accordance with Force Values (Trusted, Fair, Professional, Responsive)	The Force is introducing a "Dragon's Den" event to encourage innovative ideas from frontline staff.	<ul style="list-style-type: none"> • Responding to requests for service at the earliest opportunity (Communications_Suite Project) 	
4. Develop and deliver the leadership training plan for supervisors	The Supervisory Networks Project is reviewing how staff are managed to increase frontline skills and reduce the need for high levels of supervision.	<ul style="list-style-type: none"> • Getting it "right first time" and minimising repeat requests for service (Communications Suite Project) 	
4. Deliver the Employer of Choice improvement plan	The "Employer of Choice" strand, lead by the Assistant Chief Constable, is identifying ways to reward and recognise good customer service through the Chief Constables Awards and local management recognition.	<ul style="list-style-type: none"> • Achieve budget reduction targets (Achieved in 2013/14 so far £1.8m from £2.3m target) 	
5. Recognise and reward excellent examples of customer service within the organisation by the introduction of a victim service award and ensure victim service is recognised locally.		<ul style="list-style-type: none"> • Achievement of service delivery priorities • Reducing bureaucracy (Victim Risk Assessment process) • Maximising the use of information 	

		systems (ICT).
<p>Activity</p> <p>6. To develop with Service Area Leads a systematic internal staff engagement programme</p>	<p>Update</p> <p>The Assistant Chief Constable has carried out a series of engagement events with employees from all areas. This has taken the form of workshops to identify improvements which the Force and local managers can take forward.</p> <p>These have already identified organisational learning in the three key areas of training and development, reward and recognition and improving the working environment.</p> <p>“Employer of choice” organisations strive to raise their levels of positive staff engagement in their workplaces. As part of this process they conduct regular staff surveys, engage with staff on a regular basis and recognise good work.</p> <p>Gwent Police has decided to conduct a regular in-house survey of all its employees and volunteers in order to gauge the current level of engagement and identify where improvements can be made.</p> <p>The first draft of a new staff survey has been issued for consultation with Staff Associations and feedback will be used to prepare the final script. It is proposed that the survey is run online with an option to request a printed version. The staff survey will be run in March 2014. It will be used to enable organisational and personal development. Results will produce a range of baseline metric around leadership and job satisfaction. We would expect secondary surveys to reveal improvements upon that baseline.</p>	<p>Metrics</p> <ul style="list-style-type: none"> • Benchmark current staff morale through staff surveys (to be carried out in March 2014) • Monitoring staff attendance rates. Expectation that the work programme will positively influence this data. <p>Between April 2013 and January 2014 attendance rates were: Police Officers 95.7% Police Staff 95.9%</p>

