



OFFICE OF CHIEF CONSTABLE – Chief Constable’s Update	
REPORT TO:	Strategy and Performance Board
DATE OF MEETING:	2 nd March 2020
REPORT OF:	Chief Constable Kelly
REPORT AUTHOR:	Inspector Shane Underwood
PURPOSE:	To update members of the Strategy and Performance Board of significant events and work that has taken place since the previous update in November 2019.

1. Modern Day Slavery

On the 10th January 2020 the Wales Modern Slavery / Mass Fatalities Workshop exercise was held in Carmarthen.

In consultation with the National Police Chief’s Council Lead for Organised Immigration Crime and Modern Slavery, the Workshop was organised by the Welsh Government Head of Resilience, the Welsh Emergency Services Co-ordinator and the Anti-Slavery Co-ordinator.

The workshop scenario was based on the incident that occurred in October 2019, where 39 Vietnamese people were found to have died in a container, which was located in Essex having been brought into the UK from Belgium. The aim of the workshop was to test the response from services should an incident of this nature take place in Wales.

During the day, two ‘Table-Top’ exercises took place, which required the delegates to report on their organisation’s response one and then three hours into the incident.

The responses to the two ‘Table-Top’ exercises together with issues identified during the event will be contained in a report, which is currently being prepared by the organisers, and will be shared with partners to ensure the learning assists our response for such an incident.

2. Police Staff Investigators

Gwent Police have embarked upon the commencement of Police Staff Investigators (PSI), an idea created by way of a recommendation from the Criminal Investigation Department project. A positive recruitment process resulted in 15 individuals who have commenced training and are due for operational deployment in May 2020. The second cohort of trainees are due to commence in August 2020.

3. Operating Model

The priority project during 2020 will be the review of the Gwent Operating Model and leading up to this the Change Team have been collecting activity analysis across all operational areas including:

Response Policing, Police Sergeants, Area Support Units, Neighbourhood and Community Support Officers.

Front line workshops have commenced, and a Programme Board has been established. The first iteration of the RAMP Process Evolution modelling software has been compiled for testing.

The purpose of the operating model review is to ensure that Gwent Police are maximising the use of its available resources, using our valuable assets in the most effective and efficient manner. Any changes in force structure and services will be communicated clearly to all internal and external partners as appropriate.

4. Performance Framework and Governance Structure

The Performance Team have completed a valuable piece of work which has resulted in the creation of a detailed Performance Dashboard that provides a steer for operational leads to better understand crime/ASB performance in their respective areas. In addition, we have reviewed and amended our internal governance board structure to reduce the unnecessary duplication that previously existed. The work around the governance restructure is both timely and relevant as it complements the performance framework. Further work has been undertaken between the Governance Team and Chief Officer Executive Support Team in reconfiguring the dates of meetings and boards to allow performance to flow through the governance in a more integrated manner.

5. Operational Good Work

Policing of Protests – We received several letters and e-mails from various groups thanking us for the way we policed their protest including the Monmouthshire Hunt on Boxing Day and the Stand Up To Racism at International Conference Centre Wales (ICCW).

We also worked with ICCW, event organisers and Newport City Council to move the two conflicting events booked into same venue that could have ignited Hate Crime. Thank you to our partners for their understanding and assistance.

Several long running Court Cases for fatal Road Traffic Collisions have secured positive outcomes in recent weeks. The Judge commended the Collision Investigation Unit with the quality of the evidence, as well as maintaining their workload which included several fatal and serious injury road traffic collisions over the Christmas period.

Furthermore, in relation to the Collision Investigation Unit the latest series of 'The Crash Detectives' was shown on BBC1 and has been hugely successful for Gwent Police as well as raising the importance of road safety nationally.

A three-month planned 'Day of Action' was launched in January. One day for three consecutive months, there will be a planned operation targeting current issues. This is being led by the Operational Support Unit.

The first day was a 'vulnerability' themed day, which identified and broke up a European wide sexual exploitation people trafficking organised crime group. The second 'Day of Action' in February involved the proactive policing of metal theft. Both having very positive and successful outcomes.

Policing at Newport County AFC – Working collaboratively we have successfully prosecuted three individuals for racist chanting at football matches which has resulted in three banning orders being issued, one includes a lifetime ban from Newport AFC.

Elections - Policing two of the most significant, and high profile, democratic events in a generation (Euro election and General Election) with Brexit being the backdrop. We provided an extraordinary and enhanced protective package to candidates and have built a closer than ever working relationship with our five Local Authorities, which attracted good feedback from Chief Executive Officers.

Brexit - We can look back on be proud of the work we have done to ensure Gwent Police is fully prepared that will stand us in good stead for future challenges – testing our PSU mobilisation, testing and improving our Strategic Command Groups (SCG) stand up procedures, making improvements to our SCG capabilities.

Launch of a Mini Police Book – This was developed by Mini Police from St James, Lansbury Park and Graig Y Rhacca Primary School. It also includes a separate bedtime which was developed by the children and families of Lansbury Park and supported by Gwent Police, this is based on positive contact with the police. These books have gone to print and will be launched on the 8th April 2020. This has been professionally developed through PETRA and their writers and authors.

Organised Crime

Operation Empire - The principle members of the Organised Crime Group (OCG) have directly supplied in excess of 30 Kilograms of high purity cocaine, worth in excess of £1,000,000, over a 7-month period to a vast number of customers throughout the South Wales region.

The principle members of the OCG have demonstrated their ability to use sophisticated tactics whilst undertaking their criminality. Two encrypted mobile telephones were seized at the time of the arrest an OCG member when he was arrested with in excess of 880 grams of high purity Cocaine (worth over £30,000), £20,000 in cash and a number of mobile telephones that would later be examined and found to contain incriminating evidence of the groups criminality.

The extremely high purity of the cocaine seized to date together with the way in which it was packaged demonstrates that the group purchase their cocaine for onward supply, as close to its source as possible when entering the UK. This is a fact highlighted by the presiding Judge who in May 2019 sentenced four customers of the OCG who were arrested having purchased 1 kilogram of Cocaine for onward supply to an undercover Police Officer.

To date, Gwent Police has seized in excess of 3 kilograms of high purity cocaine and £60,000 in cash.

Six customers have already been arrested during the course of the investigation and have been dealt with away from the wider conspiracy. They have so far received custodial sentences ranging from 6 years imprisonment to 18 months suspended sentence. Four further customers have now been identified as playing a major role in the drugs conspiracy.

On the 4th December 2019, Gwent Police executed several search warrants to arrest the principle members of the OCG. Additionally, four of the identified customers of the OCG who had been identified as playing a key role to the conspiracy were also targeted.

At this time, eight persons have now been charged with conspiring to supply class A controlled drugs between October 2018 – October 2019 and are remanded in prison. Four of these have already pleaded guilty. The head of the OCG is actively being sought and has an active European Arrest Warrant circulated against him.

26.12.2019 – Op Minnow – Approximately £10,000 worth of crack cocaine, cocaine and ketamine recovered as part of the proactive investigation into an OCG with one individual arrested for possession of a controlled drug with intent to supply.

10.01.2020 – Operation Bumblebee – On-going proactive investigation into cocaine supply by Caerphilly based OCG. Five persons sentenced on the 10th in Newport Crown Court for conspiracy to supply class A drugs.

22.01.2020 – Operation Bumblebee – The head of the OCG charged and remanded for conspiracy to supply multi kilos of cocaine (in conjunction with Tarian)

31.01.2020 – Operation Ralph – Three offenders sentenced for conspiracy to supply class B drugs in Caerphilly.

6. Human Resource Update

Recruitment

A police officer recruitment campaign opened in January with 176 applications received. The first intake of police officers recruited for Operation Uplift – 24 officers commenced with us on 6th January 2020. A further intake of 28 probationers is planned for March 2020. A CSO recruitment campaign in January 2020 resulted in 20 successful candidates who will commence in May 2020. The reporting function within the OLEEO recruitment system has expanded to assist with enhanced management information.

Positive Action within Recruitment

Focus on Positive Action within our recruitment campaigns to drive forward a workforce representation that more accurately reflects the communities we serve. Developments as follows;

HR have teamed up with the University of South Wales and South Wales Police to offer a course for candidates from underrepresented groups to assist them through the process. Nineteen candidates commenced this process in January 2020.

HR have instigated a mentor process for new recruits from under-representative groups.

HR have worked with Corporate Communications to design a more inclusive marketing information.

Work has commenced on the development of a 'Referral' App for Samsung devices so that Officers and CSOs can refer and signpost candidates from underrepresented groups to the recruitment team for more information.

Awareness sessions for underrepresented groups with HR and Diversity and Inclusion.

Workforce Planning

More accurate predictions of officer retirement dates has been sought for predictive modelling of recruitment and promotion forecasting.

A workforce plan is in place for probationer, CSO and Special Constable recruitment for the next 3 years.

Data analytics are being developed between HR, L&D and Qlikview, to assist with workforce and succession planning.

Occupational Health, Attendance & Wellbeing

The Attendance Management training concluded in December 2020. The aim of the sessions was to provide line managers with the tools and knowledge to apply the attendance procedure, conduct attendance standard meetings and the referral process for Occupational Health. In total, 302 line managers have attended the training, with excellent feedback received on the content and delivery.

Work is completed on Global Rostering System to retain all information of officers and staff who are on limited duties in order that there is a clearer picture on deployable resources within the force.

Gwent Police has been invited to participate in the Pen-y-Craig Woodland Project. The pilot focusses on the rehabilitation of blue light front-line officers and staff who are recovering from acute mental health conditions such as post-traumatic stress. Funded by Welsh Government, the pilot will develop new procedures, processes and methods to accelerate recovery, by the use of Woodland Skills & Psychotherapy. The pilot will be open to only 25 referrals per year (from all the Blue Light Agencies combined – Aneurin Bevan Health Board, Fire Service, Veterans NHS Wales and Gwent Police.)

As part of the winter wellbeing campaign over, 562 flu vaccines were administered this season. Supported by a custody nurse, various stations a range of clinics have been run with the opportunity for people to drop into the Occupational Health Unit for the vaccine as well. We have once again collaborated with UNICEF to be part of the

GAJGAJ programme and for every flu administered 10 MMR's will be donated to developing countries.

Very positive feedback received from the Skype Sickness Absence Conference Calls, in supporting line managers, offering advice on individual cases to improve the management of individuals and compliance. As well as the Human Resource Business Partner (Sickness – Sarah Davies), Occupational Health, LPA Chief Inspector and the area Human Resource Business Partner also link in, when required.

Health & Safety

A new Health and Safety Advisor will commence on 23rd March 2020.

7. Force Control Room

Interactive Voice Response has been introduced in the Force Control Room (FCR), which allows us to differentiate between 101 calls, which are reporting new incidents, and ones, which are requesting updates. The IVR allows us to better understand the risk in the event the call is abandoned.

The abandoned call rate has improved month on month and is currently at its lowest since 2013.

The team are 9 months into the Crime Data Integrity (CDI) training plan and all staff receive further training in all crime types by August 2021

CDI, force wide, compliance has improved 4% during the most recent audit and is now at 86%

Following a positive Welsh Language recruitment there are now 11 staff within the FCR that are fluent in Welsh.

8. Digital Service Division

Since the Digital Services Division was establishment in April 2018 it has been in a period of forming and growth, specifically developing strategic principles, resources and governance models, whilst implementing a significant delivery plan that is transforming digital policing in Southern Wales; a model which is recognised and regarded nationally as best practice in the delivery of policing technology.

The 2018/19 programme of work focused on delivering several significant programmes, including a Mobile Data refresh, the full implementation of FIRMS, the FFF project etc. Whilst these projects have or are about to be signed off from project status, it is important to note that there is an ongoing continuous improvement and 'refresh' responsibility within DSD as they move into business as usual. Many of these will remain under the remit of the DSD and are therefore factored into the medium to longer term planning for the Division.

In addition to this, there are several significant digital programmes on the horizon, DSD are due to host a strategic stakeholder discovery day in April 2020, to review progress to date and agree on how the DSD joint strategy supports and interacts

with the new 2020-2030 National Digital Policing Strategy. The below are examples of both work already delivered and on the horizon in the coming months:

Emergency Services Network (ESN) - On the 11th February, the Home Office conducted a health check for both South Wales and Gwent Police. Positive feedback was received after the national assurance team attended to speak with representatives from all Emergency Services across Wales. All indications are that coverage testing will commence in February, and it has been confirmed that the DSD will lead this for the both forces (South Wales and Gwent Police) but also the other emergency services within our force area. This is in line with the 3ES (3 Emergency Services) joined up approach, coordinated by the Joint Emergency Services Group in Wales.

Electronic Time Management (ETM) - Is due to go live in October 2020 and will see a phased rollout over a period of six months. The system will be accessible via an App and will allow officers and staff to book on/off, claim overtime, authorise overtime or toil from a handheld device, providing several efficiencies in both recording, processes and finalising payment via Payroll departments.

Fixed Field and Flexible (FFF)- The project is drawing to an end and the project closure report is being drafted. Several benefits measures have been identified and reported upon; these include response and travel time, use and timeliness of digital statements and public protection notices, and provide for a significant positive impact in the forces ability to operate in an agile and digital manner.

National Enabling Programme- The project to introduce Microsoft Office 365 into policing continues to make good progress but comes with complexities. The current plan aims to see the technical pilot signed off by the national team at the end of February 2020, at which point work will already be underway with forces testing the compatibility of O365 with local systems and applications. The 'Art of the Possible' presentations continue to be planned with colleagues from Microsoft to help showcase the product and its benefits to all.

Collaboration - Control Room Systems- The first draft of the user specification is complete and currently under review by internal stakeholders. It is proposed this project comes under a single programme of work along with ESN, recognising the interdependencies; to be named C3 (Command, Control and Communication). This programme will be overseen by DSD.

Niche Convergence - Work is ongoing to develop the plan and broaden the convergence of NICHE across both forces, this will require consideration for business process change to allow for full convergence and interoperability.

Rollout of New Niche format NC5 (Universal App)- The project continues with further training rolled-out in anticipation of the planned migration to Niche UA in September 2020 (switching off Niche DA (Classic)). The Minerva group have agreed to target a complete adoption of the Niche Universal Application by all Niche forces by March 2021.

Digital Evidence Management System (DEMS) - DSD has recently led on the procurement and direct award of the NICE Investigate solution, and a deep-dive workshop took place on the 23rd January to discuss and agree the next steps. This system will support digital public contact, digital intelligence/investigations and

police/criminal justice interface. The DEMS will automate ingestion of digital evidence via key integrations with case management system, command and control system and CCTV. It collects all silos of evidence and presents in one single place. Officers and staff will no longer have to collect discs from private or public CCTV operators. DEMS will support Crowdsourcing evidence and will piece together thousands of digital media as part of an investigation. Gwent Police are looking to transition to the new solution immediately with the aim of prioritising our ability to transfer information and evidence directly to the CPS, who will be included in the wider stakeholder implementation group, whereas South Wales Police will look to transition in 2021,

Single Online Home- The Single Online Home website will transform the public's digital relationship with the police by introducing an entirely new way of interacting with them, for non-emergency enquiries and reports. The website will allow for consistency across all forces in the UK in the way the public report a matter, tell us about something, apply or register information, request information from us or provide feedback. Forces have individual project teams coordinating the implementation of SOH, implementation will take place from April 2020 with the aim of completing in September 2020 and handing over the DSD for the business as usual responsibility.

NLEDS/PNC/PND/IAM- A joint governance structure is to be formed in relation to PNC, PND, IAM & NLEDS for Gwent and SWP. The centralisation of system owners and management in relation to technical, maintenance, interfaces, user access, system audit & compliance – will in future sit within the Operational Systems Team of DSD.

Other developments of note:

- Knife Crime app has been developed and is being piloted in the Newport area in Gwent.
- Mental Health App has been developed. Work is ongoing with Gwent Health boards to introduce a fully collaborative app.
- Right Wing Extremist App developed that provides a library key word or image searches.
- Digital Interview Recording system has been introduced across the whole of Gwent.
- Home Office Biometrics – (mobile fingerprinting) trial has now been completed and a further update will be provided in due course.
- Telematics- out to tender, closing date 19/2/20, review/demo meetings booked and a decision will be required on the preferred provider, with the aim of implementing in the new financial year.
- Stores into Business World, prototype has been completed and demonstrated to business leads in Gwent and South Wales Police.

9. Custody

Gwent custody was inspected in December 2019 and January 2020 regarding children in police custody and the feedback overall was extremely positive. Significant improvements already made during the HMICFRS re-inspection, although it was identified that alternative accommodation remains a concern for the force. To support the ongoing work in custody, including the development of a new custody facility and the consideration of collaborative opportunities the force has appointed a Chief Inspector to support the Head of Department.

In October 2019, the force introduced its new diversion scheme via Future 4 to include all 18-25 year olds and a Women's Pathfinder. During the first quarter, the force has had forty-six 18-25 year olds referred through the process and forty-five women. Early indications are positive and it is anticipated these numbers will increase over time while the force also considers other opportunities to grow the diversion hub.

Overall Criminal Justice performance remains high, particularly in the Magistrates Court where Gwent is ranked as one of the top performing forces. Work continues jointly with the Crown Prosecution Service to improve both file quality and disclosure and this work will be supported by the implementation of a new Digital Evidence Management System for the force during June 2020 (as mentioned in section 9).

10. Finance

The Finance review has been implemented quickly with great effort and engagement from the finance team. The first stages to gather the current workloads of staff and to review the process maps for transactions are complete. The development of an options appraisal paper – incorporating the review of the payroll section - is underway for presentation to Service Improvement Board in March 2020.

Planning for the year-end accounts process is well underway both internally and with the Wales Audit Office. The lessons learned and action plan from last year's accounts and audit cycle are being delivered in line with the timetable and the finance team has been briefed. Guidance to the force for the financial year-end will be issued shortly.

The PFI contract for the Ystrad Mynach station was terminated on 31 January 2020. While this is later than originally expected in 2019/20 resulting in increased revenue costs for the year, the total cost of £7.212m for the compensation payment to Daru and the breaking and repayment of the loan is lower than the £8m anticipated within the capital budget for 2019-20.

11. Professional Standards

We are performing well on the number of appeals upheld by the Independent Office for Police Conduct (IOPC), with no investigation appeals and six non-recording appeals being upheld in the quarter. Although we are an outlier for the percentage of force Local Resolution appeals upheld in the same period for last year, this equates to only one appeal.

Our performance in respect of recording complaints within 10 days has decreased to 76%, which is below the National average of 89%. Our performance of timeliness in dealing with complaint cases is still 106 days, which is still below the National Average, which is 152 days. The average number of days to locally resolve complaints (which is the route for the majority of matters) is 66 days, which is below the National Average of 70 days.

12. Protecting Vulnerable People

We have almost agreed a multi-agency pathway to support those who intend to commit suicide. This pathway will allow us to use the existing Immediate Response Group that we have in place for children to meet as a multi-agency when appropriate to discuss concerns around the wider community and ensure other vulnerable people are protected / supported. It will also allow us to monitor the number of suicides we have in Gwent so that we are quicker to identify patterns and problems before they develop. We are finalising the pathway, which will be presented at the Safeguarding Board.

We have secured funding from health to employ Wish Upon a Star to train champions within both LPA's and FPOC around suicide and deliver training on how to engage with families after a family member has committed suicide. It is our hope these champions will filter back guidance and support to other front-line officers.

We have been working on a campaign around domestic abuse and coercive control. We are trying to promote this area of criminality and the impact it has on some of our vulnerable groups including the elderly and people from the LGBTQ+ community. We have been using a design company and we have a prototype, which we are now sharing with key partner agencies for consultation.

Fraud Triage Team

There were sixty-six safeguarding interventions in January involving frauds against vulnerable persons totalling £364,970.

We have safeguarded a total of £23,300 of victims' funds paid into suspect beneficiary accounts during the month of January 2020. The highest safeguarded loss being £12,000 as a personal loss.

Prevention and recovery of financial losses sustained by a victim company in Gwent for an amount of £165,000 was successful.

A retired international banker (Special Constable & Volunteer) is now assisting with safeguarding one day a week. His experience is already guiding the Fraud Triage Team how victims should approach their banks about getting their money back when they have failed to exercise due diligence as required by law.

Fraud Triage have made applications to NFIB Disruptions Team with a view to disrupt numerous suspect telephone numbers used to perpetrate fraud and prevent further offences of fraud.

Fraud Triage have attended and spoken to bank personnel (Bank Managers) in relation to the failure of process breakdown involving the Banking Protocol. This is a nationally recognised safeguarding process by the banks to protect and prevent

vulnerable persons from withdrawing and transferring sums of money from their accounts to fraudsters. This is an ongoing piece of work that the Team are committed to improving on behalf of the Gwent community.

Cyber Crime

Project HABITANCE is the NCA's response to hidden services, specifically criminally motivated by Child Sexual Abuse and Exploitation (CSAE) sites and services. A male offender has recently been convicted and is awaiting sentence. The offender has been informed by the judge that he faces a potential life sentence for his serious level of offending.