



# **GWENT POLICE**

## **OPERATIONAL DELIVERY PLAN 2016/2017**

## INTRODUCTION

Over the last two years Gwent Police has faced an extremely challenging period. We have completely restructured the force, implemented a whole new operating model, and hosted the NATO Summit - the biggest security event the UK has ever seen. All of this was undertaken whilst experiencing one of the top ten biggest budget cuts for police forces across the UK.

Policing requirements and demand are also changing, as 'traditional' crime falls and cyber and data crimes increase. We will need to respond to long term challenges such as globalisation, advances in digital technology, and emerging threats. These offences will require different skills and expertise in addition to greater partnership working across multiple local, national and international organisations.

Our challenges therefore are great and to maintain service provision we needed to reform. Last year in this Plan we outlined the considerable changes that we were making to provide the best service possible against the Police and Crime Commissioner's Priorities.

Whilst this has been difficult, we are starting to see the rewards of our efforts. 98% of the 4538 people surveyed in Gwent feel that they have been treated with respect, and 96% feel that they have been treated fairly. Victim satisfaction levels have also risen. Over the last year the force has seen the third highest increase in England and Wales from victims of violent crime with an improvement of 5.3% in overall satisfaction. (as of Sept 2015).

In addition:

- Her Majesty's Inspectorate of Constabulary (HMIC) who independently assess the Force in the public's interest, have graded our 'Efficiency and Effectiveness' as Good.

- HMIC's 'Vulnerability' Inspection has also graded us Good, the only force in Wales to receive this grading, and one of only twelve in England and Wales.
- Our Ethical Crime Recording accuracy and timeliness has been rated amongst the best in England and Wales, and it is a similar picture on Criminal Justice for timeliness, quality of files and conviction rates.
- We are improving and investing in our technology, such as mobile devices and body worn video.

Whilst we are making progress we are aware that many challenges remain. Over the next year we will continue with our reform to ensure that the force is as efficient and effective as it can be. We will also continue to work to prevent and reduce crimes and focus on protecting the public and our communities from harm.

## GWENT POLICE : WHAT WE STAND FOR

### Our Vision

The Police and Crime Commissioner's vision is to keep the communities of Gwent safe.

### Our Values

Underpinning our purpose and mission are a set of clear internal values and principles which will be at the centre of all our policing services. Gwent Police will be:

- Caring
- Fair
- Trusted
- Responsive
- Professional

### The Chief Constable's Mission

The Chief Constable's mission is to support the Police and Crime Commissioner's (PCC) vision by delivering the PCC's priorities and protecting and reassuring the people who live and work in Gwent. The Chief Constable will ensure that the organisation is able to deliver the best possible service to our communities through the activities set out within this document and he has outlined three key strands to achieve this aim:

- **Employer of Choice** – staff are engaged with the Gwent Police priorities and have the skills and ability to deliver an excellent service
- **Engaged Communities** – the public and partner agencies contribute and support the police to keep people safe and reassured
- **Service that Works** – the right service is delivered efficiently and effectively

These strands or 'pillars' underpin the activities that are carried out throughout the Force in order to meet the PCCs priorities.

### Employee Engagement

It is important that we have a workforce that feels motivated and engaged. We are continuing to improve our internal engagement with our officers and staff through Digital Communications and we also monitor staff morale through staff surveys. We recognise employees who strive to be the best that they can be through our internal reward and recognition mechanisms and we are also committed to ensuring the health and wellbeing of our employees. This is an important part of ensuring that our staff are valued and supported.

### Equality and Diversity

Equality and Diversity is a key aspect of policing with consent. Our equality and diversity objectives, enforced through our established Equality and Diversity Board, demonstrate our commitment to ensuring that we consistently treat our colleagues and the public with fairness, dignity and respect. Our commitment to equality is also reflected in our Force values which act as a central pillar to everything we do. In addition, our Employer of Choice Strategy deals with how our employees treat each other on a daily basis, guided by our organisational values.

All of our officers and staff have received training on the Equality Act 2010 which provides specific protection in relation age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender and sexual orientation. *You can find further information on our Equality Duty on the Gwent Police website.*

## **THE OPERATIONAL DELIVERY PLAN**

The Police and Crime Commissioner (PCC) has set out the priorities and strategic direction for delivering a safer Gwent in his Police and Crime Plan 2013-17. This Operational Delivery Plan sets out how Gwent Police, led by the Chief Constable, will deliver operational policing against the priorities set out in the Police and Crime Plan. Service delivery will take into account our regional and national responsibilities.

The Police and Crime Commissioner's Priorities

- ❖ **To Deliver the Best Quality of Service Available**
- ❖ **To Prevent and Reduce Crime**
- ❖ **To Take more Effective Action to Tackle Anti-Social Behaviour**
- ❖ **To Protect People from Serious Harm**
- ❖ **To Make the Best Use of Resources and Provide Value for Money**

These priorities should not be seen in isolation and will overlap in some areas, both through the activities we conduct and across business areas.

The Government's Strategic Policing Requirement also means that whilst our primary focus is to keep the people of Gwent safe, Gwent Police has a vital national role that has to be balanced with local policing.

Key themes and issues that will feed into the PCC's five priorities and which will

remain 'golden strands' throughout our service delivery are as follows:

- Safeguarding young people
- Substance abuse (alcohol and drugs)
- Cyber enabled crime
- Focus on Victims
- Value for money
- Keeping people safe
- Balancing local and national priorities

We have also identified the following issues as priorities this year:

- Child Sexual Exploitation
- Acquisitive crime
- Cybercrime
- Violence
- Criminal Damage
- Arson



## **MEASURING OUR PERFORMANCE**

Gwent Police has implemented a performance management framework that rigorously scrutinises and underpins the operational policing delivery of the Police and Crime Plan.

Performance is monitored across the Force on a daily basis, from individuals and teams to departments and overall Force delivery. The Police and Crime Commissioner is responsible for maintaining an efficient and effective police service for the communities of Gwent. He is able to do this by monitoring and scrutinising the performance levels within the Force through formal performance reporting which takes place each month.

Central Government has advocated a change in the balance of accountability from central direction to a greater emphasis on tackling local issues and stronger local accountability. Our management of performance has reflected this by continuously developing, scrutinising and improving our performance measurement. We are setting clear objectives with defined outcomes.

Our performance accountability arrangements enable us to test that we are effectively and efficiently delivering what is important to local people and victims of crime, that we are focusing our activity on the right things and that we identify issues for closer scrutiny whilst providing value for money. The data held is comparable against the previous financial year and is benchmarked against our most similar Force group.

Our performance is not only monitored by ourselves. Gwent Police is subject to a number of inspections and reviews by external bodies such as Her Majesty's Inspectorate of Constabulary (HMIC) who independently assess the Force in the public

interest, and the Wales Audit Office. We also undertake internal and external surveys and invite the public to give us feedback through various media. The public also help to improve our performance by reporting crime, providing us with information, co-operating with investigations and by giving evidence in court.

Our performance measurement is also reliant upon the data we are reviewing. A considerable amount of work has been undertaken to ensure that we are recording timely, accurate and ethical information.

*For further information relating to Force Performance please go to the Gwent Police website. Our performance page also includes information on the Crime and Policing Comparator which allows individuals to compare data on recorded crime and anti-social behaviour, quality of service, finances and workforce numbers for all police forces in England and Wales*

<https://corporate.gwent.police.uk/about-us/force-performance/>.

## **PRIORITY 1 DELIVER THE BEST QUALITY OF SERVICE AVAILABLE**

### **Working in Partnership**

Against the backdrop of public sector reform, a continued reduction in funding from central government and increased demand for local services, Gwent Police recognizes that it needs to work in partnership to deliver long term sustainable improvements.



Collaboration is central to our commitment to improving efficiency and effectiveness in order to achieve better outcomes for Gwent's communities. We have developed strong working relationships with partner agencies including: Criminal justice, the Health Service, local authorities, HM Prison Service, the Fire Service, the voluntary sector and other law enforcement agencies. By working in partnership we are able to get a clearer picture of our communities rather than from the perspective of just one agency. This ultimately enables us to generate better results for local people.

### **Public Confidence**

Confidence in the police is dependent upon many factors, such as interaction with an officer, the person who answers a call or feedback on action taken. This is why our values are important to the force. Our officers and staff have a responsibility to adhere to the values of the Force and the standards of behaviour expected of them. These are set out in the Code of Ethics.

Openness and integrity are crucial to maintaining the public's trust. We will robustly address performance or conduct issues where an officers or staff falls below the standards expected of them.

### **Ethical Recording**

The public must be assured that reported crimes are accurately and ethically recorded. Our Chief Constable is working hard to ensure that the reporting and recording of crime is consistent, not just through Gwent Police but through police forces nationally. *You can find reports relating to Crime Data Integrity in Gwent on Her Majesty's Inspectorate of Constabulary's website.*

### **Victim Focus**

#### **'Connect Gwent'**

Over the last year we have put more emphasis than ever on victim care and support, ensuring that we put victims first and that they are at the heart of everything we do. In April 2015, the PCC launched 'Connect Gwent', a new victim's care service for all victims of crime. Connect Gwent is the first multi-agency service of its kind in Wales, bringing together a range of agencies to enable us to ensure that victims are supported inside and outside the criminal justice process. Between April and September 2015 a total of 13,617 victims were referred to Connect Gwent. For the previous year between April and September, a total of 6,764 victims of crime were referred to support services in Gwent, meaning that since the victims' hub has launched more than double the number of victims of crime in Gwent are now accessing this enhanced provision.

The project has been funded through the Ministry of Justice Victims Services Grant which was awarded to the Police and Crime Commissioner to provide enhanced victim related services in Gwent. A new website and a range of multi-media sites also

enables victims of crime easy access to a range of online information for victims of crime.

Connect Gwent is already seeing considerable success. For example, one of the agencies based at the hub is Embrace, a national charity which supports child victims of crime up to the age of eighteen. Since Connect Gwent opened the Charity has provided essential support to over one hundred child victims of crime. This includes children who have been victims of sexual assault, harassment, bullying, theft and domestic violence. By offering practical and emotional support, Embrace is able to help take away the hurt, restore some normality to young lives and reassure them that other people really do care. The Connect Gwent hub has given the charity an opportunity to link in with other families on a more personal and local level and link with the other agencies for specialist support when needed.

### Gwent CARES

Our 'CARES' programme has now been fully implemented. This is a clear service standard for Victims of Crime that clarifies the key elements of the Victim's Code. The Code explains what information and support victims can expect from criminal justice organisations. Our new Victim CARES booklet ensures that victims are given the right information. An assessment of the victim's needs will be completed together with a contract agreeing how and when the victim will be updated by us. This includes information on victim rights and an explanation of the Victim Personal Statement. CARES aims to show that we genuinely care about our victims of crime and the experience they have when trusting us to protect and reassure them.

<https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime>

### Community Resolution

Victims sometimes prefer a faster and more effective solution to their complaint rather than taking the matter to court. Community Resolution is a way of dealing with low-level crime and anti-social behaviour which enables victims of these crimes to have more of a say in the punishment of their offender. Officers now have the capacity to present a list of out-of-court options to victims so that they can choose how the offender can be dealt with when they commit low level and minor crimes. Community Resolution allows us to put the needs of the victim first and empowers victims to take instant action.

### **Helping People with Mental Health problems**



It is thought that one in four people in any year in the UK will experience mental health problems. This means that Gwent Police face an increasing demand from people suffering from mental health issues. Over the last year we have focused on training and all of our officers, new recruits and Call Centre staff have now been trained.

Partnership working is essential in this area and regular multi-agency meetings are held with our healthcare partners to improve our response together. Historically, transportation of people with mental health problems has raised issues of safety for both the public and police officers. To address this, over the next year we will be working with relevant agencies to try to commission a dedicated vehicle to be used only for those suffering with mental health.

The force has recently launched the Wales 'Mental Health Crisis Care Concordat' in Gwent. The Concordat is a joint agreement between the Welsh Government and 28 key organisations and partners throughout Wales which highlights how they will work together to help people suffering from a mental health crisis. It also aims to help reduce the number of people detained inappropriately in police cells and sets out the standards of care that the public should expect if they experience a mental health crisis.

By working effectively in partnership and adopting a unified approach, standards have already improved in Gwent and it is envisaged that the new agreement will help to make further progress. In 2012/13 an average of 25 people a month were detained by Gwent Police under the Mental Health Act and 58% of them were taken to police custody for assessment rather than a health facility. In 2014/15 however, an average of 30 people a month were detained by the Force under the Mental Health Act, with 60% being taken to a health facility.

The Force also recognises that members of our staff may also suffer from mental health. Together with our Force Counsellor we will be reviewing the results of a pilot training programme which aims to give attendees the skills and techniques needed to prevent them becoming traumatised when dealing with traumatic incidents. In addition, a Support Group has been set up to help officers and staff who are currently experiencing mental health problems. Gwent Police has also signed up to "Time for Change Wales" pledging to tackle mental health stigma and discrimination in the workplace.

### **Driving up standards**

We are currently reconfiguring our Force structure to enable better service delivery

throughout the organisation and improve public confidence.

### **First Point of Contact**

We have been improving our First Point of Contact service for those reporting an incident or crime. Changes to our Force Communications Suite have included enhanced training for staff and updated technology. The Suite now also has dedicated officers to consider threat, risk and harm in relation to people reporting a crime or an incident. These officers have local knowledge and focus on ensuring a high quality service that enables risks to be identified and mitigated at an early stage.

### **Improving Communication and Engagement**

We are continuing to improve how we engage and communicate with our communities. We are giving more choice as to how people want to be kept informed and we are providing appointments, contact points and police surgeries across Gwent to enable people to meet with us face to face. Front counter services are also available at many of our police stations.

We greatly value the public's assistance and opinion and our website enables this interaction online. The Force also provides updates on the latest news, appeals and events on social media and we are encouraged that we have a high number of followers on our sites. We have a comprehensive communication and engagement plan with a variety of methods to enable the public to give us their opinion on policing in their area.

## **PRIORITY 2 PREVENT AND REDUCE CRIME**

To prevent and reduce crime we will focus on the areas of greatest harm to communities. We will work with our partners on crime prevention and reduction activities and we will use effective investigation and enforcement to cut crime. We will support victims of crime, focusing on repeat and vulnerable victims, and we will also target repeat and high volume offenders who cause the most harm to our communities.



### **Improving local policing**

Last year we implemented a new Operating Model to improve our service to local communities. This meant that our five local policing units changed to two local policing areas, one situated in the East and one in the West of Gwent. The East consists of Newport and Monmouthshire while the West includes Caerphilly, Torfaen and Blaenau Gwent. This model is now allowing us to deploy the resources we have more flexibly to ensure that the right people are in the right place at the right time.

### **Improving Technology**

Gwent Police is rolling out Body Worn Video Cameras across Gwent. This new and innovative policing approach allows officers to record incidents as they unfold. The cameras have the benefits of:

- Reducing crime and anti-social behaviour
- Increasing public confidence and victim satisfaction
- Providing transparency around the actions taken by officers and staff
- Recording evidence of incidents/offences

- Supporting an early guilty plea, helping to speed up the justice process
- Reducing the number of complaints against officers and staff
- Reducing the time taken for investigation of complaints against officers and staff
- Improving training and development for officers and staff.

We have undertaken both external and internal surveys and the results have been very positive.

### **Crime Prevention**

Gwent Police has a comprehensive crime prevention strategy to deliver against this priority. Over the next year our actions will include consistent home security advice, crime prevention advice to the public and retailers, the identification of the factors that can lead individuals to become victims and implementing targeted interventions. We will also work with, and support, partner agencies in areas such as recovery and rehabilitation services and delivering crime and disorder reduction programmes within our young communities. In addition we will relentlessly focus on priority and prolific offenders.

### **Rural Crime**

We are aware that sometimes criminals can prey on the vulnerability of rural locations and together with the PCC we are working hard to prevent this. In 2013 the force appointed a dedicated Farm Watch Coordinator to re-engage with farmers and rural communities to help prevent crime. In 2015 Online Farm Watch membership has increased to nearly 1000 members in the last year and intelligence gained from the public has helped us catch a series of criminals involved in firearms crimes, theft of vehicles, fuel and machinery and crimes against animals. In addition, this year the PCC has also provided funding and support to help establish the National Rural Crime

Network, an online network which aims to tackle rural crime in England and Wales.

### **Investigation – Neighbourhood Policing**

Both East and West Force areas have the specialist assistance of a supporting Detective Chief Inspector and four Detective Inspectors working 7 days a week, providing visibility as the lead investigators for each area. Many of our centralised or specialist functions in CID are now dealt with locally meaning that there are more officers on the front line responding to demand, supporting investigations at local level and improving our investigation capability.

### **Investigation – Central Unit**

Under our Central unit there are teams with special capabilities which include Operational Planning, Safeguarding Vulnerable People, Major Incidents, Intelligence, Cyber Crime, Fraud and Special Branch.

### **Reducing offending and re-offending**

Gwent Police will continue to target identified prolific offenders to reduce crime and participates in an Integrated Offender Management (IOM) scheme with other partners. IOM is an overarching approach to managing priority groups of high risk offenders which ensures that all offenders leaving prison have co-ordinated support to divert them from reoffending.

Over the next year emphasis will be on protection from serious harm and preventing and reducing crime. The Force Operating Model provides for five IOM managers in the West (police officers) and three in the East with support from IOM Proactive Teams.

Various future developments have been planned. For example, in partnership with the OPCC, Newport Women's Aid and local partners, we are currently working to implement the IOM Cymru Women's Pathfinder 'Diversion Scheme' in Newport

Central Police station. This innovative scheme aims to divert lower risk women away from the Criminal Justice System and into voluntary community interventions and support. All women now arrested and brought into the Newport Custody Suite will be considered for the Diversion Scheme with appropriate interventions including debt advice, access to mental health services, domestic abuse support and substance misuse interventions.

In addition, the IOM team are exploring working with the Wales Integrated Serious and Dangerous Offender Management (WISDOM) project. This project will look to identify serious offenders and work very closely with our partners, especially Probation, to manage their offending impact on society. WISDOM will also be seen to run parallel with Acquisitive Crime Cohort management within a Rehabilitation Hub.

The Force maintains a positive contribution to Youth Offending Services. This is achieving significant success in reducing first time entrants to the criminal justice system and we will continue to work with partners to provide effective interventions. For example, a project undertaken throughout the summer of 2015 provided diversionary team building opportunities for disengaged young people. The objective of this was to provide supportive safe diversionary activities, encourage the development of positive behaviour, promote positive relationships, provide opportunities for the development of key social skills, provide positive role models and reduce crime through education and the raising of self-esteem.



Gwent Police and the PCC are also reviewing opportunities to utilise modern technology to assist Police and Partners in unique new ways of managing offenders.

### **Restorative Justice**

Government research has shown that Restorative Justice can reduce reoffending by holding offenders to account for what they have done and helping them to take responsibility for their actions. Restorative Justice also gives victims the chance to meet or communicate with their offenders to explain the real impact of the crime and assist them in recovering from the crime. For offenders, the experience can be incredibly challenging as it confronts them with the personal impact of their crime. The Force will work together with partners and the Police and Crime Commissioner to progress restorative justice programmes across Gwent.



### **Substance Abuse**

We will prioritise and act upon relevant intelligence to disrupt the supply of drugs and alcohol that causes the most harm in our communities and we will robustly investigate crimes. We will also work with partners to educate, prevent and support those whose substance abuse is a factor in their offending behaviour.

The PCC has a well established Strategic Commissioning Board which has recently negotiated a new contract that brings together the providers of substance misuse services in Gwent. This is the first time in

Wales that services will be provided through a joined up approach.

We will also work with the All Wales Schools Liaison Programme and the Youth Offending Services to divert young people from offending behaviour.

### **Neighbourhood Watch**

One of the most effective ways to deter criminals, encourage communities to help one another and to keep the public aware of local issues is through Community Messaging. Gwent Police uses an online messaging system, operated with the support of Neighbourhood Watch, to update members of the community on issues that matter to them and also to keep them informed about what is happening in their local area.

Gwent Police plans to launch a new messaging system to provide people with the best possible up to date information. The new system will be designed with public involvement and feedback and will improve our capability to engage with the public. It will also build on the recent Her Majesty's Inspectorate of Constabularies report grading Gwent Police as 'outstanding' for local engagement.

We will be contacting all users with more information about how they can play a part in the development of the system and we will provide local briefings and demonstrations of the system to Neighbourhood Watch members and the public. We can also reassure all existing users that our data protection policies, procedures and requirements will remain stringent and scheme members will not need to do anything additional as the new service will continue to be free to use.

### **Crime Prevention Panels**

Crime Prevention Panels are of great assistance to us. Volunteer members work with the organisation to offer crime



prevention advice and practical support to communities. By spreading crime prevention advice local people are bringing their neighbourhoods closer together, getting actively involved in protecting their communities and are helping us to reduce crime locally.

## **PRIORITY 3 TAKE MORE EFFECTIVE ACTION TO TACKLE ANTI-SOCIAL BEHAVIOUR (ASB)**



We will take more effective action to tackle anti-social behaviour through assigning resources to meet local demand through our new operating model, we will utilise a restorative justice approach with offenders of ASB to reduce reoffending, we will target repeat and high volume offenders and we will focus on those most vulnerable and repeat victims of ASB.

### **Focus on Victims**

Anti-social behaviour damages quality of life and often leaves victims feeling helpless and distressed. We are focusing on victims and neighbourhoods and on the harm caused by ASB. Our risk assessment process for victims will be enhanced further to ensure that the most vulnerable are protected.

We will also be using all legislative powers available to us. The Anti-Social Behaviour, Crime and Policing Act 2014 gave the police new effective powers to provide more protection for victims of ASB. In particular we will promote the use of the Community Remedy and the Community Trigger procedures to deal with ASB and low level Crime.

The Community Trigger provides an opportunity for victims of persistent anti-social behaviour to request a review of actions taken by agencies when they feel they did not get a satisfactory response. The Community Remedy is intended to give victims more say in the punishment of offenders out of court. It provides a list of the out-of-court punishment options available to a victim to enable them to choose how an offender can be dealt with

when they have committed a minor crime or anti-social behaviour.

*(Find more information under our Victims of Crime page at*

*<https://www.gwent.police.uk/advice-and-guidance/victims-of-crime/>)*

### **Improved Resources**

Gwent Police have invested in additional officers into neighbourhood policing to support communities and provide a more consistent accountable service. The additional officers will assist in building capacity for pro-active crime reduction.



Officers are allocated to one of ten Inspector led areas to perform neighbourhood patrol functions. Units at a given time not deployed to incident response, are tasked to support high visibility, engagement and problem solving alongside the dedicated neighbourhood resources. We have focused on locating former central operational resources closer to communities so that local policing now means that officer teams are located in their communities and are closer to victims and partner agencies to improve quality of service.

The officer teams are based in various stations across Gwent and consist of a variety of resources. These include patrol officers (responsible for responding to crime), neighbourhood officers, PCSOs, Schools Police Constables and Crime and Disorder Reduction Officers (CADROs)

(responsible for Neighbourhood Policing and problem solving). These teams enhance the local service we provide to communities by increasing visibility, local knowledge and problem solving.

The creation of the Local Policing Area Intelligence Capability will also improve the identification of ASB hotspots, and repeat victims and offenders.

The force has also maintained the principle of protecting the frontline. We understand the key role of visibility in making people feel safer and more confident, whilst also being aware of the operational need of capability and capacity required to deliver policing services to our communities. The proportion of force resources for operational policing in 2014/15 was 91.8%, rising to 94.2% during 2015/16. It is planned that this will rise to 94.8% in 2016/17.



### **Engagement**

We will continue to engage with our communities to identify priorities for action and develop partnership problem solving activities that will focus on long term solutions.

### **Diversion and Prevention**

We want to stop ASB happening and will work in partnership to focus on root causes, undertake diversionary activity and assist with the rehabilitation of ASB offenders. We will utilise a restorative justice approach with victims and offenders of ASB to reduce reoffending.

A multi-agency approach will continue to be taken to engage with young people to

prevent crime. Problem solving groups at all levels of Neighbourhood Policing are routinely held with partners. Multi-agency initiatives include:

- Targeted operations identifying stores who sell cigarettes and alcohol to youths in the local community.
- Explaining to pupils the consequences of being involved in ASB/crime.
- In conjunction with policing teams, Schools Liaison and youth organisations, motivating youths through the summer holidays by taking them on a number of activities
- Positive Futures is an inclusion programme using sport as a tool to prevent and divert young people from involvement in crime and anti-social behaviour. The scheme focuses mainly on ten to nineteen year olds who are at risk of being excluded from school, not gaining qualifications and in some cases at risk of drug and alcohol misuse.

It provides mentoring for young people and diversionary engagement programmes, training and personal development opportunities which can lead to qualifications or employment. In 2013 the PCC awarded the project with funding to roll the project throughout Gwent so that more young people could benefit from the support it provides.

Since April 2013, over 2,000 young people have attended nearly 4,000 sessions organised by the project in Newport alone and over 1,000 individuals in other parts of Gwent have taken part in nearly 350 sessions since the project was rolled out further afield. The project has since received additional support funding from Sport Wales and is garnering more backing from Local Authorities in Gwent.

## **PRIORITY 4 PROTECT PEOPLE FROM SERIOUS HARM**

We are working to increase the proportion of offenders brought to justice for domestic abuse, serious violence and sexual offences. We are doing this through a range of activities such as extensive training, improving our service at first point of contact, ensuring thorough investigations while taking into account the needs and wishes of victims, and we are working with criminal justice partners to improve the number of successful prosecutions.

### **Domestic Abuse and Violence Against Women**

Domestic abuse affects people of all generations from the very young to the elderly and frail.

Gwent Police works closely with other agencies to protect and support victims of domestic abuse, Honour Based Violence, Forced Marriage and Female Genital Mutilation. We want to reassure the public that reports made to us will always be taken seriously and victims will be treated sensitively. Our joint victims' care service 'Connect Gwent' signposts support for victims of domestic abuse, and we are also working with partners to develop better integrated working practices.

The Domestic Violence Disclosure Scheme, known as 'Claire's Law', allows us to inform individuals of convictions or concerns they may have about their current partner. This scheme has allowed the force to take a proactive response to managing risk and provide disclosures that have had a real potential to save lives. The scheme also enables us to better engage with potential victims either at an early stage of the cycle of abuse or before it has had the opportunity to begin.

The scheme compliments our work with partner agencies within our Domestic Abuse Conference Calls (DACC) where we continue to share information on a daily basis and assess risk of all domestic abuse cases within the force. The combination of both processes allows support plans to be in place at an early stage to enable better safeguarding of victims and their families.

We are also using Domestic Violence Protection Notices (DVPN) and Orders to provide victims with immediate protection following an incident of domestic violence and to give them time to consider what to do next. DVPN's enable us to put in place protection for the victim in the immediate aftermath of a domestic violence incident. In addition, a coordinated approach has been developed towards perpetrators who present an ongoing risk of violence with the aim of reducing the rate of offending.

Gwent Police has achieved White Ribbon status in recognition of its commitment in tackling domestic abuse and improving its treatment of victims. Our Chief Constable is also proud to be an Ambassador for this campaign.

### **Reducing Serious Violent Crime**

A continued reduction in serious violent crime is a priority for the force. We are ensuring that we have a detailed understanding of the threat, risk and harm relating to these offences through detailed intelligence assessments profiling victims, offenders and locations. We will challenge and target offenders and bring them to justice using all police powers available.

We will continue to use preventative measures using media campaigns and high visibility policing in hotspot and night time economy areas whilst employing a robust approach to licensing enforcement and

public order. There will also be priority enforcement activity against organised crime groups.

### **Human Trafficking**



Gwent Police are working hard to enhance our response to tackling human trafficking. We will continue effective awareness raising to promote early victim identification, staff training, and intelligence gathering while working with partners in local authorities and community based support services to ensure victims' needs are met. We will use existing crime strategies and share information between partners to bring perpetrators to justice.

### **Serious Sexual Offences**

Tackling sexual crime and exploitation of children and people at risk of harm remains a priority for Gwent Police. Recorded sexual crime has risen, and although we believe this is as a result of more confidence in reporting we know that this is an area that we must continue to prioritise.

Gwent Police continues to work closely with key partners through Multi Agency Public Protection Arrangements (MAPPA). This joint working protects the communities we serve by preventing registered sex offenders from re-offending through implementing effective risk management plans across all agencies.

We will continue to encourage the victims of sexual assault to come forward to report to us, and we will endeavour to provide the highest standards of investigation and

quality of service to victims. We will also continue to work with partners to help vulnerable victims through the criminal justice process.

We will continue to work with our partners in the Sexual Assault Referral Centre which is a special facility where recent female or male victims of rape or sexual assault can receive immediate help and support.

The Force will also work with partners and the community to raise awareness of the law on rape and sexual assault to influence behaviour. Our rape prevention campaigns aim to increase understanding and improve reporting. We take rape and sexual assaults very seriously and we will investigate thoroughly.

### **Focus on Young People**

A key strand that runs through all that we do relates to our focus on young people. We will continue undertaking numerous activities to protect young people, including working with the criminal justice process to prioritise child abuse investigations and prosecutions involving victims and witnesses under 10 years of age.



We will continue to work with the five local authorities, Aneurin Bevan Health Board, the Probation Service, the Youth Offending Service and the third sector to develop better integrated working practices that will improve our response in all areas of public protection. An integrated approach ensures the sharing of information between agencies

and allows for a better informed response to protecting children. It also allows for a better coordinated approach to reducing the risks from high risk of harm offenders.

### **Missing Children**

We will focus on assessing and reducing the risks to children who frequently go missing and those at risk of child sexual exploitation. We will continue to work with partners through the 'Breaking the Cycle' Gwent Missing Children project. This project supports vulnerable young people and their families by pooling information between public services to get to the heart of each young person's problems and understanding their vulnerabilities. It was from this project that a Gwent Missing Persons Hub was created. The hub consists of a multi-agency team whose risk and assessment assists in locating children or young people and improving the likelihood of them being reported missing or running away in the future.

### **Child Sexual Exploitation (CSE)**

We are continuing to strenuously try to protect those at risk. This year the Force has set up a dedicated Child Sexual Exploitation team which was developed in order to understand the prevalence of CSE in Gwent and to identify perpetrators and their victims. All the officers and staff are child protection trained and they are responsible for the safeguarding of all the children who are identified as victims across Gwent. Some of these children will also receive further pro-active attention.

The CSE team is already seeing success. Arrests have been made and perpetrators put before the courts, enabling more children to be confident in reporting crimes. Further, the team has ensured particularly vulnerable children are in the right accommodation and are settled, and work has been undertaken with Taxi Licensing in some areas with positive results.

Over the next year further awareness raising will be undertaken and mainstreamed throughout our neighbourhood policing. Our neighbourhood officers will focus on vulnerability and provide intelligence not only to the CSE team but to other departments where necessary. This will enable us to further understand this complex area and focus on victims from all crimes. We are engaging with CSE victims through various means including School Beat and will focus particularly on vulnerable children in the care system. We will continue to support the delivery of the All Wales Schools Liaison Programme which raises awareness.

The Force will also work in partnership with relevant agencies, cyber experts and national and international partners to utilise technology, techniques and methodology to investigate those who exploit cyber networks to sexually abuse children.



### **Focus on Older People**

We are focusing on protecting adults at risk, and in particular older people. The main areas of risk are anti-social behaviour, domestic abuse and financial abuse. Vulnerability is now assessed at first point of contact through our Victim Risk Assessment process and we are working with our partners through the Protection of Vulnerable Adults (POVA) process to identify and reduce risk through an effective multi-agency approach.

### **Improving Safety On Our Roads**

Every year there are more deaths caused by road traffic accidents than by homicide or

military conflict. Road safety is a key concern of Gwent Police and we will continue to try to make Gwent's roads safer. We will work together with GoSafe, the Wales Road Casualty Reduction Partnership to encourage motorists to drive legally and safely and to reduce casualties and save lives.

We will also co-ordinate Community Speedwatch, a traffic monitoring scheme that is managed and run by Neighbourhood Policing Teams and Community Volunteers. This is a community led initiative that aims to educate drivers about the dangers of speeding while addressing concerns of local residents about speeding cars.



Automatic number plate recognition will continue to be used to disrupt criminality, and we will take enforcement action against dangerous drivers. We will also deliver campaigns to positively affect and influence driver behaviour relating to issues such as drink driving, speeding, anti-social driving and the use of mobile phones whilst driving.

### **The Strategic Policing Requirement**

The Home Secretary's Strategic Policing Requirement (SPR) sets out the national threats that the police service must address. The SPR enables the Police and Crime Commissioner to hold the Chief Constable to account against the SPR priorities. These threat priorities are Terrorism, Serious and Organised crime, Cyber Security incidents, Public Disorder and Civil Emergencies, and Child Sexual Exploitation. Gwent Police will

continue to monitor its capability across all elements of the SPR to enable us to respond accordingly.

[\(Strategic Policing Requirement\)](#)

### **Counter Terrorism**

Gwent Police works alongside other forces and national and regional partners to tackle threats and prevent activities of terrorists and domestic extremists. In particular we will continue to support the efforts of the Wales Extremism and Counter Terrorism Unit (WECTU) in responding to threat. We will also continue to work with our communities to prevent extremism.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST):

- PURSUE: pursue terrorists and those who sponsor them
- PREVENT: stop people becoming terrorists or supporting terrorism
- PREPARE: mitigate or lessen the impact of a terrorist attack
- PROTECT: protect the UK by strengthening our defences against terrorism

### **Serious and Organised Crime**



Organised crime groups engage in a wide range of crimes including human trafficking, theft, drug dealing and money laundering. We will continue to work in partnership to identify these criminals, disrupt their activity and confiscate profits. The proceeds of crime recovered from these criminals will be used to benefit local communities through the PCC's Partnership Fund which aims to assist local charities, voluntary organisations and community groups. This year the PCC

awarded over £153,000 of money retrieved from criminals under the Proceeds of Crime Act to a total of 51 community projects in Gwent.

We will continue to work closely with Tarian, the regional organised crime unit dedicated to disrupting and dismantling organised crime groups across the whole of southern Wales. Tarian is a multi-disciplinary team of police officers and staff seconded from the three forces of Dyfed Powys, Gwent and South Wales. Departments range from fraud, cybercrime and child sexual exploitation to asset recovery and intelligence.

The force is also engaged in mapping Serious and Organised Crime regionally to understand the threat posed by these groups. From this year we are also producing Serious and Organised Crime Local Profile documents to develop a joint understanding of the threats, vulnerabilities and risks relating to these crimes within the Gwent area. This enables us to:

- develop a two-way flow of information sharing to support the delivery of the Gwent Serious and Organised Crime Strategy
- provide information on Serious and Organised Crime activity
- describe the interrelationships between these threats and the impact they have on our communities
- inform the production of local multi-agency plans.

## Focus on Cyber Enabled Crime



We live in a world that is increasingly digitally enabled and globally connected and this is having a large impact upon policing. This can be seen in the terrorist threat, organised crime, child sexual abuse, people trafficking and fraud. Recognising that treating cybercrimes as 'specialist' is now outdated, we have realigned our resources to establish an effective Cyber Crime Unit capable of investigating and prosecuting cyber enabled crime. The Unit integrates the services of High-Tech Crime, Financial Investigation and a new role of Digital Media Investigator. We are also training every officer to be equipped to provide victims of digital crime with the help and support that they have a right to expect.

Within the force we will continue to structure and manage our systems and information to enable safe data sharing with our partners.

As part of a local, regional, national and international response we will continue to work to recognise emerging trends of cyber criminality across all crime types and prosecute those committing these crimes.

## **PRIORITY 5 MAKE THE BEST USE OF RESOURCES AND PROVIDE VALUE FOR MONEY**

Our strategy for the future of policing in Gwent will continue to focus on making the best use of our people, promote an attitude of continuous improvement within the Force, build on and increase partnership and collaboration, and reduce inefficiency in our processes. We will continue to identify our demand to enable us to focus resources and shape the organisation for the future to meet the needs of our communities.

### **Delivering More for Less**

Gwent Police has achieved efficiency savings of £38m since 2008/09 through implementing considerable and crucial changes to the way we work. However, whilst we have implemented substantial reform and a new operating structure which is starting to reap rewards, the Force still faces an ongoing financial challenge.

Despite continuing to make identified efficiencies we will endeavor to maintain the best possible service to the public. A recent inspection report by Her Majesty's Inspectorate of Constabulary (HMIC) into Gwent Police's performance on effectiveness and efficiency has shown that Gwent is 'Good' in cutting crime and providing value for money. Last year we were graded as 'requiring improvement', and following much hard work and efficiency saving, the HMIC now finds that Gwent is well prepared to face its future financial challenges; has successfully reduced its spending over the last spending review period; has improved its understanding of demand; and is effectively planning for future financial challenges.

Our 'Staying Ahead' project which looks at how we can function better for less, will continue to explore cost saving initiatives and analysis to enable us to align our resources to where they are needed most.

Our management and deployment practices will align to the needs of the Force structure and the mix of skills of our workforce will reflect what is needed to match the priorities and the changing operational demands of the service.

### **Changing Policing Through Technology**

The nature of policing is changing and better use of technology will enable the organisation to become more efficient, keep officers on the frontline and provide a better service to the public. We are continuing to implement large programmes of work to enable us to work smarter. Our Digital Strategy includes reducing our paper retention through the digitalisation of records while the implementation of the Criminal Justice Efficiency Programme will enable digital working in the court room, streamlined digital crime files, virtual courts and live links.

Together with South Wales Police, we are implementing our Fusion Programme. This brings together a number of our projects that look to improve how we share and move relevant and accurate information between ourselves, our partners and members of the public. In addition, Gwent Police has signed up to The Police ICT Company Ltd which has been established to provide PCC's and forces with better value for money for their ICT spend.

We are also improving our use of mobile devices to allow officers to record data and look up information while they are out in the community. This means that more time can be spent serving our neighbourhoods.



Social media has become an increasingly significant tool for the police. We are using it to communicate with the public and to help people connect with the Force. Analysis of social media also provides us with intelligence to assist investigating and cutting crime. We will continue to use technology to provide the public, our staff and our partners with easy access to information and services and will ensure that we communicate the outcomes of our work and our performance.

### **Increasing Productivity**

Gwent Police is keen to promote ideas and suggestions from staff and the public and uses established digital communications to facilitate initiatives.

The Employer of Choice Board will continue to undertake activities to enable employees to be the best they can be. The organisation recognises and rewards excellent service within the organisation in accordance with the Force Values.

### **Valuing our Community**

Whilst we recognise our staff for their contribution to policing, we also recognise those members of the public who serve their community and support the work of the police. Every year the annual Gwent Police Awards hold a Gwent Good Citizen Award category which recognises the selfless, generous and brave actions of members of our communities.

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We have a YouTube

channel [www.youtube.com/gwentpolice](http://www.youtube.com/gwentpolice)

where you can watch films on some of the services we provide and our latest

campaigns. We're also on Instagram where

you can follow us for the latest news and

information along with some behind the

scenes photos of what we do

[www.instagram.com/gwentpolice](http://www.instagram.com/gwentpolice)