Gwent Police
OPERATIONAL DELIVERY PLAN 2017-21
INTRODUCTION

Gwent Police is pleased to present the 2017-2021 Operational Delivery Plan. The Plan outlines how, over the next four years we will work to deliver the PCC’s priorities effectively. We will also continue to build a Force equipped for the future and implement government and national policing reform.

The changes we have already made to the Organisation have delivered more effective and efficient services and we have been assessed as Good by Her Majesty’s Inspectorate of Constabulary across their 2016 Police Efficiency and Legitimacy inspection programmes.

Nevertheless, continuing reform is necessary. We face ongoing pressure on public finances, political upheaval, increased movement of people, faster and more developed communication, and rises in new crimes such as child sexual exploitation, human trafficking and cybercrime.

To meet the demands of the changing policing world we require different skills, technology and expertise. This will be met by investing in our workforce to increase flexibility and capability and we will improve our tactics and technologies to prevent harm and protect the vulnerable. We will also increase activity on preventing crime, and respond directly to legitimate demands.

However, we cannot do it alone and need the help of the public, our volunteers and our partners to work together across local, national and international boundaries. We will therefore continue to engage with our partners and the public, strengthening relationships and building trust which must be gained through the police service acting in a professional, fair and proportionate manner and working to the highest standards of integrity. Throughout however, we will continue to carry out our fundamental mission which is to serve, strengthen, and protect our communities from harm.
Our previous Delivery Plans have outlined the many changes that Gwent Police has undertaken to provide the best possible service to our communities whilst delivering against the PCC’s priorities.

Whilst this document highlights how we will meet our local and national responsibilities over the next four years, we also want to highlight the work that will be undertaken in addition to, and beyond, this time.

All UK forces have already made extensive reforms to improve service delivery against severe cuts to force budgets. However, it is nationally recognised that in order to provide an effective, accessible and value for money service for the future, and one that meets the needs of our communities in a changing world, the police service needs to transform.

The National Police Chiefs’ Council (NPCC) has produced a Policing Vision to 2025 which sets out the reasons for change and outlines a plan for policing over the next 8 years. Our growing communities are increasingly diverse and complex, rapidly developing technology is influencing new and emerging crimes, and political, environmental and sociological elements are impacting upon our communities and changing how we need to police. All of this needs a more sophisticated response to the challenges we face now and in the future.

The Policing Vision therefore not only relates to making savings but outlines transformative change across the whole of policing. Gwent Police and the PCC will therefore be working collaboratively with the whole of the police service, national bodies such as the College of Policing and the National Crime Agency, and our local partners and volunteers to play a role in delivering these reforms.

The NPCC Vision is as follows:

- **LOCAL POLICING** – will continue to form the bedrock of British policing. By 2025 it will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

- **SPECIALIST CAPABILITIES** – The threat from terrorism, cybercrime and organised crime will continue to grow. By 2025 to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

- **WORKFORCE** – The service provided is critically reliant on the quality of its people. By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

- **DIGITAL POLICING** – Policing must adapt to the rapid development of technology. By 2025 digital policing will make it easier for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the Criminal Justice System.

- **ENABLING BUSINESS DELIVERY** – Policing must meet changing demands through support services. By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

- **GOVERNANCE AND ACCOUNTABILITY** – By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.
Prioritising Our Services - Reducing Demand
Gwent Police has been on a considerable journey of reform and modernisation for some time. Much work has been undertaken to understand our demand, how this is changing and what we will need to change in order to adapt for the future to continue to respond efficiently and effectively.

Potential future demand includes traditional and new and emerging types of crime, such as cybercrime, modern-day slavery and human trafficking. It also includes changes to our communities, developments in technology and environmental events. In addition, police resources have been reducing continually over recent years meaning that we have had to understand and prioritise core areas of need.

However, through regular reviews of our demand we are now ensuring that resources are aligned to these priorities and that the right people with the right skills are in the right place to protect the public. We are also continuing to identify new ways to work with others to ensure the best possible service to the public.

Local Policing
In 2015 we introduced a new force structure operating model which has aligned services and allowed us to deploy resources more efficiently and flexibly. We will continue to focus resources on areas of vulnerability, threat, risk and harm, using prevention, investigation and response to ensure local police services are directed where they are needed most.

We will work closer with partners towards a whole system approach, with more multi-agency teams to tackle community issues and build more cohesive neighbourhoods. We will also embrace technology to better inform and communicate with the public and improve data sharing and integration with our partners.

Issues such as terrorism, civil emergencies, organised crime etc, traditionally thought of in a regional and national context, will also be dealt with from the local upwards, engaging with our communities to work together for safer neighbourhoods.

Specialist Capabilities
Specialist Capabilities cover a range of services from cybercrime, major investigations, child sexual exploitation, to civil emergencies and armed policing. We will be focusing on our capability and working in partnership to ensure that specialist services are shared and delivered in the most effective way in accordance with the Strategic Policing Requirement.

Firearms
Armed policing is delivered through the Regional Joint Firearms Unit and plans are in place to significantly increase the capability and coverage of our specialist officers. The Unit also has close links with other Regional Intelligence Units such as TARIAN, ROCU and WECTU and meet on a regular basis to assess threats. Reassessment of threat is a continual process and all firearms response plans are continually updated.

Public Protection
Public protection will be a priority for the Force. The threat from terrorism, child sexual exploitation, cybercrime and organised crime will continue to grow. We will therefore continue to work with our communities, developing relationships to identify those causing harm. We will also work in collaboration with our national and regional partners to enhance our response and ensure victims receive the most appropriate care, including referral to support agencies.
Workforce

Gwent Police is critically reliant on its people. Whilst we are now a smaller workforce than previously, it is a more modern, flexible and effective force. Much work has been undertaken by our ‘Staying Ahead’ Change Programme not only to identify the services we need to prioritise but to align the right people to the delivery of these services.

We will be providing more training, education and development opportunities to ensure that our workforce is equipped with the skills and capabilities, behaviours and values necessary to adapt to future demands.

Modernisation is taking place through providing more flexibility in the workplace, making the most of technology to improve efficiency and encouraging innovation and creativity. Our workforce going forward will be multi-skilled to be more adaptable and able to respond to demand.

The challenge for all our employees for the future will be great. However they will continue to put the public first, adapting to the changing nature of crime, putting service and victims at the heart of all they do and treating them with integrity, compassion and respect.

Digital Policing

The force acknowledges that it must embrace the rapid development of technology and adapt to the new threats and opportunities that it is bringing. To police the digital age effectively we have invested in cyber training for 300 officers across the force, and have developed a new Cybercrime Unit where investigators have the skills and means to interrogate online criminality.

We are continuing to implement new technology with more integrated systems to enable us to work smarter. The use of Body Worn Video has significantly improved the speed of investigation while use of mobile devices has reduced the amount of time officers need to complete their tasks.

We have also introduced a new command and control system, implemented e-services both internally and externally and collaborate with partners on ICT service provision. Going forward we will be working closer with our partners to enable better data sharing, including intelligence and evidence. We will also work to make it easier for the public to make digital contact and keep up to date with us while balancing this with traditional public contact for those who are not digitally enabled.

Business Enablers

We will continue to progress our Change Programme to monitor demand and implement reform where necessary. We will explore opportunities to work with our partners locally, regionally and nationally to improve our business support functions and where possible realise shared benefits, skills and economies of scale.

We will also continue to work with local authorities, emergencies services and local forces for a more joined up approach, invest in technology to and work towards a seamless interface between policing and the Criminal Justice System. Future plans are also in place to improve our infrastructure which will improve our efficiency and cost effectiveness.

Governance and Accountability

We will continue to work with the PCC to ensure that the organisation as a whole builds effective working relationships with the public, central governance, governance bodies such as the Her Majesty’s Inspectorate of Constabulary and the Criminal Justice System.

We will ensure that we will remain transparent and open to scrutiny and will conduct ourselves with honesty and integrity with full regard to the College of Policing’s Code of Ethics. Above all, we will be accountable to our communities through the PCC.

Force Values

Underpinning all that we do are the force values. Gwent Police will be:

- Caring
- Fair
- Trusted
- Responsive
- Professional
OPERATIONAL DELIVERY
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 2017-21.

This Operational Delivery Plan sets out how the Chief Constable of Gwent Police 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 are:

- **Crime Prevention** - working with partner organisations and our communities to prevent people becoming victims of crime.

- **Supporting Victims** - focusing on preventing serious harm and providing excellent support to the victims of serious harm;

- **Community Cohesion** - working closely with communities to tackle hate crime and to support local and national organisations to help communities work together better.

- **Dealing with Anti-Social Behaviour** - active prevention and partnership working to reduce ASB, using resources effectively in a joined up way and promoting crime reduction activities.

- **Effective Service Delivery** - ensuring the delivery of an effective policing service that is easily accessible and meets victim’s needs.

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 Chief Constable’s Mission

The Chief Constable’s Mission underpins all of the activities carried out by Gwent Police in order to meet the PCC’s priorities.

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

In addition to the PCC’s priorities there are key strands that run throughout all that we do. These are as follows:

- Focus on Victims
- Safeguarding vulnerable people
- Working in partnership
- Value for Money
- Quality of Service
- Keeping people safe
- Balancing local and national priorities

**Code of Ethics**

The Chief Constable will ensure that the Code of Ethics is embedded in the culture of Gwent Police and that the ethical principles it outlines will underpin and strengthen the standards of professional behaviour expected of our police officers and police staff in every decision and action taken across policing.
PRIORITY 1  CRIME PREVENTION

Crime Prevention
The focus of Gwent Police is to keep our communities safe and preventing crime from occurring in the first instance is essential to achieving this. Prior to any crime being committed there is the opportunity to disrupt, divert or prevent it. However, we cannot do this alone. A successful prevention approach involves other public and third sector services such as education, health and housing and we will work in partnership to identify priorities for crime prevention and provide problem-solving activities tailored to local needs and demands while focusing on those most vulnerable.

Crime Prevention will incorporate both intelligence driven and problem solving policing responses. By improving communication channels with the public and close engagement with our communities we will work together and use intelligence to identify the factors that can lead individuals to become victims. With greater intelligence we will initiate crime responses before significant harm can be caused. Early engagement and effective use of diversionary activities will also aim to prevent and divert individuals from criminal behavior.

We will also provide crime prevention advice to the public, businesses and retailers. Crime Prevention Booklets have been issued to Community Support Officers, Station Enquiry Officers, Crime Management Staff and Call Handlers to provide our communities with concise and consistent crime prevention advice. Various media campaigns have also been launched throughout the year while high visibility patrols, including the use of mobile police stations, have been used in hot spot areas to prevent offending.

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. Their various tasks may include door to door leaflet distribution, attending fetes or community groups, surgeries etc with the intention of making residents aware of methods of preventing crime and also offering reassurance through direct community contact.

The Panel perform a crucial role within the community, particularly in relation to vulnerable people. They also fund and organise the ‘Wings to Fly’ event which caters for more than 2000 children from all of the primary schools within the Caerphilly Borough. The event highlights the danger and tragic consequences of substance misuse and is delivered by a local youth theatre group.

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.

---

Gwent Now – Working Together

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 called ‘Gwent Now’ which is designed to keep Gwent communities informed about the latest crime notifications and crime prevention advice. We will continue to develop this system to keep our communities up to date.

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.
We will also work with the All Wales Schools Liaison Programme to implement the Core Programme which includes modules on the harm and repercussions of substance abuse.

**Reducing offending and Preventing Re-offending**
Together with our partners the Force participates in an Integrated Offender Management (IOM) scheme. This 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. The approach recognises that repeat offenders may have multiple problems which contribute to their offending which cannot be addressed by one agency. We will therefore continue to work together with local authorities, drug and alcohol services, health providers and IOM Cymru.

The Force also maintains a positive contribution to Youth Offending Services. The YOS is key to early intervention impacting on volume crime, ASB and school exclusions. It 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. These include for example, diversionary team building opportunities for disengaged young people. Activities such as these 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.

**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.

**Improving Safety On Our Roads**
Road collisions remain the largest single cause of premature death and serious injury in the country with younger drivers particularly at risk.

Road safety is a key concern of Gwent Police and we will continue to try to make Gwent’s roads safer. The majority of road collisions are attributed to seatbelts, speeding, drink and drug driving, and mobile phones. We will therefore be focusing on the detection of these road safety offences and the identification and targeting of high risk drivers.

We will work with our partners to rehabilitate traffic offenders through driver education and together with GoSafe, the Wales Road Casualty Reduction Partnership, will encourage motorists to drive legally and safely.

We will also co-ordinate Community Speedwatch, a traffic monitoring scheme that is managed and run by Neighbourhood Policing Teams and Community Volunteers to educate drivers about the dangers of speeding and empower local groups to improve road safety in their areas.
Automatic Number Plate Recognition will continue to be utilised to disrupt criminality, and we will take enforcement action against dangerous drivers. We will also deliver campaigns to positively affect and influence driver behaviour.

**Rural Crime**
We are aware that sometimes criminals can prey on the vulnerability of rural locations. Our dedicated rural police officer and Farm Watch Coordinator engages with farmers and rural communities to provide crime prevention advice and discuss issues such as illegal off-roading, vandalism to property and boundaries, fly tipping and theft. Online Farm Watch membership has increased and intelligence gained from the public has helped us catch criminals involved in firearms crimes, theft of vehicles, fuel and machinery and crimes against animals.

**Reducing Serious Violent Crime**
We will ensure 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 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.

**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 also continue to work closely with our local authorities, Aneurin Bevan Health Board, the Probation Service, Youth Offending Service and the third sector to develop better integrated working practices and ensure the sharing of information between agencies. This allows for a better coordinated approach to reduce and prevent 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. Working with partners will be essential for this, for example 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.

Through this project the Gwent Missing Persons Hub was created, which will continue to be supported by Gwent Police. The Hub consists of a multi-agency team whose primary aim is to improve the lives and outcomes of children who
go missing, safeguard children, and reduce the number of missing children episodes.

**Child Sexual Exploitation (CSE)**

Preventing this horrific crime means whole force awareness and the help of our communities and partners. While our dedicated Child Sexual Exploitation team will continue to work hard to identify perpetrators and put them before the courts, our neighbourhood officers also focus on vulnerability and provide intelligence to the CSE team.

We want more children to be confident in reporting crimes and will continue to support the delivery of the All Wales Schools Liaison Programme to raise 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 and capture those who exploit cyber networks to sexually abuse children.

The Force website gives advice on the signs of child sexual exploitation and how to educate young people of the dangers to prevent this crime happening. In addition, the Child Sex Offender Disclosure Scheme allows parents, carers and guardians to formally ask the police to tell them if someone, with access to a child, has a record for child sexual offences.

**Focus on Older People**

Vulnerable adults, particularly older people, also need our help. 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 prevent further abuse through an effective multi-agency approach.

**Protective Services**

**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

However, to prevent counter terrorism we need the help of the public and businesses as they are often the first people to spot signs that something is wrong. To assist, training has been undertaken by people working in shopping centres, cinemas, sports stadiums and other businesses throughout Wales to look out for suspicious behaviour but any information reported to us will be responded to sensitively and proportionately.
Serious And Organised Crime
Organised crime groups engage in a wide range of crimes including human trafficking, drug dealing, money laundering and child sexual exploitation. We will continue to work in partnership to identify these criminals and prevent harm by disrupting their activity and confiscating their profits.

Through the use of the Proceeds of Crime Act and other effective legislation we will deprive them of access to legitimate enterprises. The proceeds of crime recovered from these criminals will then be used to make a positive difference to local communities through the PCC’s Partnership Fund.

This year the PCC awarded a share of £220,000 from money retrieved from criminals to 90 projects across Gwent. £63,000 more than last year, the funding will assist local charities, voluntary organisations and community groups involved in activities that have a positive impact on communities to prevent crime and anti-social behaviour and provide better opportunities for some of the most vulnerable or excluded people in the community.

Since its implementation the Force Crime Team has worked on local and worldwide operations, working closely with other force units such as the cybercrime team to identify child sexual abuse networks. It also assists the East and West Local Policing Units to develop intelligence and progress investigations on the organised crime groups that are affecting our local communities. It has also achieved significant drug seizures and large cash and arms seizures.

Local Serious and Organised Crime profiles continue to help us identify the threat, vulnerability and risk from these crime types and inform the production of a multi-agency plan designed prevent these groups from carrying out their criminality.

We will also work with Tarian, the Regional Organised Crime Unit dedicated to dismantling organised crime groups across southern Wales to prevent the growth and criminality of these groups.

Cyber Enabled Crime
We live in a world that is increasingly digitally enabled and globally connected. Cybercrime cuts across all aspects of criminality 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. Our Cyber Crime Unit will be working as part of a local, regional, national and international response to identify and prevent cyber criminality.

Gwent Police will ensure that our communities are informed and empowered to utilise online technology safely. For example we will continue to run our ‘Stay Safe Online’ awareness campaigns, distribute safety leaflets, and carry out activities with the National Policing Agency to help business and industry partners guard against Cybercrime. The Force website provides information and advice on many aspects of prevention and advice on online safety.
Supporting the needs of victims and witnesses is an essential part of our policing. The consequences of crime for a victim may include emotional, physical or financial harm. That is why we will prioritise preventing crime happening in the first instance. However, unfortunately we cannot stop all crime and when this happens we will ensure that victims are treated with respect and offered the necessary support that they need, especially those identified as vulnerable or of the greatest need.

We recognise that the needs of victims are diverse and dependent upon individual circumstances and working with our partners we can refer victims to support tailored to their specific needs.

The Force will also continue to work closely in partnership with the Crown Prosecution Service, the courts, the National Probation Trust and the local Community Rehabilitation Company to ensure an efficient, effective and supportive service for victims and witnesses. All victims of crime will be offered a contract which will outline the steps the officer and the force will take on behalf of the victim, including when and how they wish to be contacted.

We will also continue to further develop a Restorative Justice approach to dealing with a range of offences in support of victims’ wishes and without the need to go to court in certain cases.

In addition, we will surveying victims of crime to find out how satisfied they were with the way we dealt with their case. This will enable us to monitor our victim support and we will implement learning if victims are less than satisfied and feel they have not received the support that they deserve.

**Gwent CARES**

Our ‘CARES’ programme 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 and our Victim CARES booklet ensures that victims are given the right information. 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.

**Witness Care Unit**

The aim of witness care units is to provide a single point of contact for victims and witnesses for information about the progress of their cases and to minimise the stress of attending court. Witnesses are essential to successful prosecutions and we are committed to making the process as straightforward as we can. The Units are jointly staffed by our staff and the Crown Prosecution Service and provide information and support as outlined in the Code of Practice for Victims of Crime. The Unit will provide a single point of contact for victims and witnesses and a dedicated witness care officer will guide and support individuals through the criminal justice process and beyond.

**‘Connect Gwent’**

The Force is clear that we will put victims first and that they are at the heart of everything we do. ‘Connect Gwent’, is a victim’s care service for all victims of crime and has been the first multi-agency service of its kind in Wales. It brings together a range of agencies to enable us to ensure that victims are supported inside and outside the criminal justice process.

The Hub supports victims of crime for as long as they need with practical or emotional support from specialist staff from a wide range of
approved partner agencies to ensure that victims receive the support they need.

**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.

**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 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.

**Transforming Summary Justice**

Gwent Police has also introduced Transforming Summary Justice (TSJ). This has involved changes to the timescales and the file content for cases listed at the Magistrates Court, improving how cases are dealt with in the courts. We receive monthly updates on performance which measures areas such as vacated trials, ineffective trials, cracked trials and guilty plea rates at the first hearing in the Magistrates court. Since its implementation in May 2016 we have regularly been placed within the top six forces. The monitoring of the TSJ requirements has become embedded into the daily processes across the Force. This ensures that we are continually delivering a timely quality product to the Crown Prosecution Service with the aim of achieving a guilty plea and justice for the victim at the earliest opportunity.

**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.

**Serious Sexual Offences**

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

Together with our partners, immediate help and support is delivered by the Sexual Assault Referral Centre. This is a special facility where recent female or male victims of rape or sexual assault can receive care.

We will investigate these crimes thoroughly and will support vulnerable victims through the criminal justice process.

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 also work with partners and the community to raise awareness of the law on rape and sexual assault to influence behavior and our rape prevention campaigns aim to increase understanding and improve reporting.

**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.

**Stalking and Harassment**

Stalking is one of the most frequently experienced forms of abuse and it destroys lives. It is terrifying and can escalate to rape and murder and Gwent Police treat stalking with the seriousness it deserves. Stalking is a pattern of repeat and persistent unwanted behaviour that is intrusive and engenders fear and happens when one person becomes fixated or obsessed with another and the attention is unwanted. Threats may not be made but victims may still feel afraid. Even if there is no threat at this time it is still a crime.

Stalking may not always be physical. New technologies and social networking sites can facilitate harassment, enabling stalkers to impersonate another on-line or to send or post hostile material, misinformation and false messages to trick other internet users into harassing or threatening a victim. We will protect and support all victims of stalking and urge victims to report incidents at the earliest opportunity.
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.

Partnership working is essential in this area and regular multi-agency meetings are held with our healthcare partners to improve our response together. The force has partnered with mental health services so that it can send an officer with a mental health practitioner to incidents involving children and young people, who may be experiencing poor mental health, to help prevent these people being taken into police custody as a place of safety.

Emergency calls to the Force are also monitored by an Approved Mental Health Professional (AMHP) who works alongside staff in the control room and assists them in managing risk and harm to those with a mental illness or suffering a crisis. Jointly funded by the Police and Crime Commissioner for Gwent, and the Aneurin Bevan University Health Board, the specialist has access to both the Force’s and the Health Board’s computer systems, which allows them to build a picture of the incident and the people involved. Information, advice, guidance and direction can also be provided to officers and staff by the specialist. This enables early intervention in mental health related incidents before crisis point is reached.

The project is part of the commitment of the PCC and Gwent Police to support the key principles outlined within the Wales Mental Health Crisis Care Concordat. This 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 going through 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.

The Force recognises that members of our staff may also suffer from mental health. A Mental Health Support Group meets quarterly to help officers and staff who are experiencing mental health problems and the Group provides a safe supportive environment for members to share their personal experiences.

In addition, we have signed up to “Time for Change Wales” which pledges to tackle mental health stigma and discrimination in the workplace and have launched the Employee Assistance Programme which provides staff and officers with emotional and practical support for issues at home or work. The programme offers a comprehensive set of services designed to help provide a balanced and healthy working environment within Gwent Police.
A cohesive and integrated community means that people are better informed, support and trust each other and feel safer and more secure in their neighbourhoods. It also means that people feel better about the circumstances in which they live and feel positive towards other people, including the statutory services that serve them. A more cohesive community can help tackle antisocial behaviour, hate crimes, provide intelligence and help to tackle violent extremism.

However, there are many challenges to this in Gwent. The county is economically and culturally diverse, with 12% of Gwent defined as most deprived, and in some local areas the average gross weekly earnings fall below the Welsh average. We have an ethnic minority population of around 3.9%, rising to around 10% in Newport. Newport has the highest proportion of people from a non-White British background in Wales, bringing different cultures and languages and it is also one of Wales’ four Border Agency dispersal areas for Asylum Seekers.

Certain communities are therefore less cohesive than others and a lack of cohesion can be the result of numerous problems. These include deprivation, anti-social behaviour, a lack of facilities, few public facilities, a high turnover of residents or increased immigration. Some communities may therefore mistrust the police more than others. Differences between people may also go much wider than age, race or faith. This is therefore a complex issue and as our policing depends upon the support of the communities we serve we need the help of our partners and the public to make our communities stronger.

Confidence and trust in the police is vital if we are to receive community intelligence and the cooperation necessary to discourage offending and enhance cohesion. We know that this confidence can only be achieved through consistent and effective engagement, strong partnership and multi-agency working, impactive policing, visibility and accessibility.

Equality and Diversity

Equality and Diversity is a key aspect of policing with consent. In October 2010, the Equality Act introduced a Public Sector General Equality Duty, which requires Gwent Police to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

There are 9 Protected Characteristics under the Equality Act; Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.

We have published a four year Joint Strategic Equality Plan with the PCC which includes key objectives around areas such as employment, stop and search, hate crime and domestic abuse. These objectives demonstrate our commitment to ensuring that we consistently treat our colleagues and the public with fairness, dignity and respect and that our policing activities are carried out in a way that is lawful, proportionate and non-discriminatory. The PCC will hold the Force to account on these objectives by scrutinising and monitoring delivery of our action plan.
Work already undertaken against our objectives includes:

- Forcewide training delivered on hate crime, unconscious bias and stop and search
- Development of an All Wales set of minimum standards for multi-agency case handling of high risk and complex hate crime cases
- Development of an Honour Based Violence Scrutiny Pane - examining the nature, volume and investigation quality of HBV incidents in Gwent
- Implementation on positive action initiatives for both LGB&T and BAME candidates, resulting in an 8% BAME representation within our overall officer intake numbers earlier this year
- Introduction of a Complaints Discrimination Panel, involving community members in the review of complaints received by the Professional Standards Department relating to claims of prejudice or unfair treatment
- Delivery of targeted work around protecting elderly victims of crime through the work of the Protecting Our Elderly Together (POET) group, including improved information sharing agreements, awareness campaigns and events
- Review and improvement of community involvement in stop and search scrutiny, including the use of Body Worn Video footage, mobile data, public surveys and engagement of young people; and
- Implementation of regular all Wales Equality and Diversity Peer Reviews,
- Benchmarking Force policy, culture, approach to engagement, and support for underrepresented groups against the 3 other Welsh Forces.
- A Sexual Orientation and Gender Identity Peer Review

The Force is also undertaking the strategic aims, requirements and priorities identified within the Welsh Language Standards.

Identifying Our Communities
What affects cohesion in one area may not be relevant in another. We will therefore continue to rely on the information given to us by the public, our community cohesion team and local area police teams to understand our neighbourhoods and the issues they face. If any divides or tensions are identified we will implement appropriate remedial plans to achieve positive outcomes. The Force will also continue to monitor community tensions as to the potential of Threat Risk and Harm to individuals, communities and organisations through its intelligence function and will be cognisant of any national or international events which may threaten cohesion. Early intervention action will be undertaken to prevent incidents escalating.

In addition, we will monitor protected characteristics both internally and externally so that we can focus relevant engagement and support where it is needed.

Integration
In the past decade, the United Kingdom has seen a significant increase in the arrival of individuals seeking political asylum in the country. However, individuals arriving to the UK often have little knowledge of their rights and responsibilities, particularly with regard to sensitive quality of life issues such as not having to experience racial abuse or suffering forms of domestic violence which they may be reluctant to report.

Through a problem solving partnership approach, the Policesol Training Programme addresses concerns by effectively providing asylum seekers and refugees with information in a constructive, learning environment. We have therefore delivered Policesol courses to the Syrian refugees living in Gwent, improving their understanding of UK culture, policing and legislation with the aim of improving integration and community cohesion.

Communication and Accessibility
A vital part of community engagement is communication. As well as being physically visible within the community we will improve our communication so that residents know what’s happening in their area in terms of crime, police activity and criminal investigations. ‘Gwent Now’ is an efficient and effective communication system designed to keep the residents of Gwent informed about the latest crime notifications and crime prevention advice for their communities. Information is also available through the Force website and social media and neighbourhood policing teams provide telephone, internet and face to face contact and interaction. We
particularly want to reach those who are under-reported and with protected characteristics and will monitor methods of access. We will keep improving all forms of contact to make it easier for everyone to get in touch. Ultimately we want all our communities to feel that their voices can be heard.

Visibility
In 2015/16 it was estimated that Gwent Police had the third highest proportion of officers in visible frontline roles in England and Wales at 70 percent, compared with the average for England and Wales of 61 percent. These teams aim to provide reassurance and reduce the fear of crime.

Visibility
In 2015/16 it was estimated that Gwent Police had the third highest proportion of officers in visible frontline roles in England and Wales at 70 percent, compared with the average for England and Wales of 61 percent. These teams aim to provide reassurance and reduce the fear of crime.

Safer Gwent
The Safer Gwent group works with Gwent Police and key community safety partners across the five local authority areas and provides an organised and joined-up approach to achieve better outcomes in tackling issues such as anti-social behaviour (ASB), preventing reoffending and supporting victims.

The group aims to work with member partners to collectively address regional safety issues that impact on local communities. Membership has grown considerably since its inception and the group is now made up of representatives from 30 community partners including local authorities, the local health board, registered social landlords, voluntary sector, South Wales Fire and Rescue Service, youth offending services and the probation and rehabilitation services.

Through its agreed strategic priorities and by using existing funding opportunities, Safer Gwent also supports the commissioning of community safety services and by August 2016 it had awarded over half a million pounds towards a range of projects. These include funding for Substance Misuse and Victim Worker posts for the three Youth Offending Services in Gwent; the provision of a regional Independent Domestic Violence Advisor for Gwent and money to continue the work of the Positive Futures sports inclusion programme - part of which aims to prevent and divert young people away from crime and anti-social behaviour.

Community Engagement
Gwent Police and the PCC will continue to engage with our communities to improve public trust and perception. Engagement can range from providing information and assurance, to empowering people to identify and implement solutions to local problems. Public interaction allows for collaborative problem solving and greater confidence when local people are involved in decisions about the issues that most concern them.

Public confidence survey work will be used not only to ensure that our service is good and provided in a professional, consistent and considerate manner, but to identify the most disengaged communities. This can then lead to the development of engagement strategies to build community confidence in the police. We are also utilising university partners for academic research into the effectiveness of our public confidence indicators which we will monitor and adjust accordingly.

‘Your Voice’ engagement survey
Your Voice offers the public an opportunity to tell us about the issues they would like to see tackled in their communities. Officers speak directly to their communities and we also encourage residents to use social media to complete a survey on our website. Officers then gather all the suggestions from the survey and neighbourhood teams hold public Your Voice meetings where the top priorities for each ward will be chosen and officers and partners will then
being work to tackle these issues throughout their communities.

**Ride Along Scheme**
The Gwent Police Ride Along Scheme enables members of the public to experience first-hand what their local officers are dealing with on a daily basis. The public are able to find out what happens when officers respond to calls, how they proactively patrol areas on the beat or how our Force Communications Suite allocates calls from members of the public.

**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.

**Developing Personal Resilience and Wellbeing**
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. We are committed to implementing the expectations set out in the Wellbeing of Future Generations Act and have a well-established health and wellbeing strategy that is supported by a range of practical measures. The Force internal website hosts the Wellbeing Zone which provides regular updates on health issues.
PRIORITY 4  ACTION ON ANTI-SOCIAL BEHAVIOUR

Anti-social behaviour involves a range of issues such:
- Nuisance, rowdy or inconsiderate neighbours
- Vandalism, graffiti and fly-posting
- Street drinking
- Environmental damage including littering, dumping of rubbish and abandonment of cars
- Prostitution related activity
- Begging and vagrancy
- Fireworks misuse
- Inconsiderate or inappropriate use of vehicles

Any of these issues may cause fear, distress and alarm to an individual and is unacceptable. We will therefore take more effective action to tackle anti-social behaviour through assigning resources to meet local demand. We will also work with our partners to agree neighbourhood strategies and objectives to prevent ASB, focusing on early intervention. We will utilise a restorative justice approach with offenders of ASB to reduce reoffending, target repeat and high volume offenders and we will focus on those most vulnerable and repeat victims of ASB.

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

Our Neighbourhood Officer teams are located in their communities and are closer to victims and partner agencies to improve quality of service. They are based in various stations across Gwent and consist of a variety of resources including 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.

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 are 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.

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.

Prevent and Reduce ASB
We want to stop ASB happening and will work in partnership to undertake diversionary activity and assist with the rehabilitation of ASB offenders. We will focus on the most problematic individuals, families and areas by supporting problem solving activities to tackle root causes, and through closer engagement, cohesion and communication with the public we will use community intelligence to take action against those causing the most harm.
This intelligence and information has so far been invaluable in helping us to disrupt ASB. This information has led to warrants being carried out, the disruption of low level crime through to serious organised crime and the recovery of substantial amounts of drugs and stolen goods. Information has also led to closure orders being applied and offenders evicted from premises.

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 and in conjunction with policing teams, Schools Liaison and youth organisations, motivating youths through school holidays by taking them on a number of activities.

For example, 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.

**Safer Neighbourhoods**

We are working with landlords, councils and community housing across Gwent to tackle a range of anti-social issues and improve communications and partnership working. Initiatives such as this will include information sharing and evidence gathering to enable landlords to enforce tenancy agreements more effectively. High profile activities, such as joint community walkabouts, will build trust and relationships with residents, offering them reassurance that community safety is a priority. This trust is vital as residents are often called upon to provide evidence in anti-social behaviour cases.

Within our approach to ASB, partners best practice and workshops have been held to develop a consistent end to end approach. This enables all those involved to be clear about the whole process and the part they specifically play.

We have also focused our attention on our effectiveness in being able to assist, support and resolve the issue for the victim whether through support, intervention, problem solving or investigation. Working together we have developed a consistent approach across the whole region.

**Night Time Economy**

Our Night Time Economy officers work primarily with partner agencies across Gwent to tackle and reduce crime and disorder linked to licensed premises. They also work on the Safer Gwent schemes which include bringing together organisations which include taxi companies, takeaways, pubs, door supervisors and street pastors, with Gwent Police and local councils.

Recognising the link between alcohol, disorder and violent crime, our officers work with Licensing Officers to apply greater scrutiny to licensed premises issues. They carry out multi-agency operations and test purchases, collect seized drugs from premises, assist with PubWatch and prepare operational plans for large scale events.

Officers in Gwent have also been using a roadside drug test called a ‘DrugWipe’ which uses a saliva sample to test for the likes of Cannabis and Cocaine. The test shows a valid reading within as little as 8 minutes and if positive officers will take the motorist to a police station for a blood test, which will be used in any prosecution. The test is
big step forward in bringing more drug driving criminals to justice.

In addition, in June 2016, Gwent Police became the first force in England and Wales to issue a take-home kit to help safeguard those leaving custody and struggling with addiction to Class A drugs. The kit includes a medication known as Naloxone, which temporarily reverses the effects of drugs like heroin, morphine, methadone, codeine etc.

Victims
Anti-social behaviour damages quality of life and often leaves victims feeling helpless and distressed. We will continue to focus on victims, providing support and using all legislative powers available to us. The Anti-Social Behaviour, Crime and Policing Act 2014 gave the police 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.
Our plans for effective service delivery remain strong. The Force has undertaken significant change over previous years to enable us to deliver an effective service now and in the future and we are seeing positive results.

An inspection by Her Majesty’s Inspectorate of Constabulary (HMIC) into Gwent Police’s 2016 performance on Efficiency, HMIC found that that Gwent is ‘Good’ at keeping people safe and reducing crime. This means that HMIC found that Gwent Police:

- has a good understanding of demand for its services
- has an outstanding and comprehensive investment strategy including investment in ICT to improve the efficiency of its service
- a credible financial plan built on sound assumptions for the medium-term future; and
- robust financial plans to keep finances balanced to 2020/21.

Similarly, for our Legitimacy inspection, we were also found to be ‘Good’ at keeping people safe and reducing crime. In 2015 this was the same result which shows that we are maintaining a consistent standard. HMIC also found that throughout 2016 Gwent Police:

- fully recognises the importance of treating the public it serves with fairness and respect;
- has an anti-corruption unit that effectively identifies threats to the organisation; and
- has a well-established health and wellbeing strategy that is supported by a range of practical measures.

Our Staying Ahead project team will continue to review how we can function better for less. By understanding our demand, implementing improvements to the way we work and realising opportunities to work with other organisations we aim to minimise the impact of cuts on the police budge and improve our services to be more efficient.

DEVELOPING AN EFFECTIVE RESPONSE

Strategic Policing Requirement
The Home Secretary’s Strategic Policing Requirement (SPR) sets out the national threats to which the police service must have the capability and capacity to respond. The Home Secretary has set out the expectation for responding to the national threats of terrorism, serious and organised crime, child sexual abuse, cyber security incidents, public disorder and civil emergencies in the National Security Risk Assessment. The force will work to improve our response both locally and nationally and will continue to map our capability across all other elements of the SPR.

Working in Partnership
Working in partnership is central to our commitment to improving efficiency and effectiveness 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 regional and national law enforcement agencies.

We also have effective long term collaborative arrangements in place with all Welsh forces, a regional organised crime unit to identify, disrupt and dismantle organized crime, a joint firearms unit with South Wales Police and Dyfed Powys Police, and the Wales Extremism and Counter-terrorism unit. In addition, we share resource services with two local council authorities.
By working in partnership we are able to share resources and also obtain 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.

**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. For example, the Force has been investing in body-worn video cameras for frontline officers and mobile devices linked to police systems. This enables faster incident resolution and response times as officers can carry out a range of duties without the need to return to a police station.

We have a comprehensive strategy for investment in ICT which has included the introduction of a new Command and Control system and our Digital Strategy aims to maximise benefits by reducing our paper retention through the digitalisation of records. Other systems are in place to understand workforce gaps and capabilities which enables us to match operational skills in real time to demand and enable longer-term planning and deployment of resources.

The implementation of the Criminal Justice Efficiency Programme will continue and will enable digital working in the court room, streamlined digital crime files, virtual courts and live links. In addition, we are working with other law enforcement organisations to improve communication and reporting, intelligence and information sharing. The Force is also part of 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 therefore investing for the future and will be continuing to implement large programmes of work to enable us to work smarter.

**Integrity**

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 and we will robustly and fairly address performance or conduct issues where an officer or staff falls below the standards expected of them.

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.

**Improving Communication and Engagement**

We are continuing to improve how we engage and communicate with our communities. It is vital that we are accessible to the public and we are therefore giving more choice as to how people want to be kept informed. We are providing appointments, contact points and police surgeries across Gwent to enable people to meet with us face to face and front counter services are available at many of our police stations.

We greatly value the public’s opinion and our website enables this interaction online. We have a ‘rate my service’ facility on the Force website and also undertake public confidence and victim satisfaction surveys. 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.

**Increasing Productivity**

Gwent Police is keen to promote ideas and suggestions from staff and the public and uses established digital communications to facilitate initiatives which are advertised throughout the Force.
The Chief Constable is responsible for the performance of the Force and is held to account by the Police and Crime Commissioner on behalf of the people of Gwent.

It is therefore important that effective performance arrangements are in place to assist the Chief Constable and the PCC in discharging their duties of monitoring and assessing how well the organisation is performing.

We have therefore designed a new performance framework that will be implemented throughout 2017. It aims to be accessible, non-bureaucratic, and function at all levels of the Force. This will ensure that the organisation delivers on the PCC’s priorities and all of the actions set out within this plan while also meeting our national responsibilities.

The new framework is set under the same areas of focus as the HMIC PEEL Inspection Programme which inspects Forces against the following assessments:

- **Effectiveness** - how effective is the Force at carrying out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service?

- **Efficiency** - how efficient are we are providing value for money?

- **Legitimacy** – does the Force operate fairly, ethically and within the law

- **Leadership** – Leadership is inspected throughout the Effectiveness, Efficiency and Legitimacy elements.

Within these areas we have set out who we are accountable to locally and nationally, our priorities, how we will deliver on them and our intermediate and final outcomes.

By setting out our framework in this manner we aim to provide a clear overview of all areas of accountability for the force and provide an outline to staff, the public and the PCC as to how we will be measuring our performance across a wide range of policing activity and responsibility. As outlined at the start of this plan, built within all of our service delivery will be the Chief Constable’s Mission and the Code of Ethics.

The framework merely provides an overview. Underneath this a vast amount of performance monitoring will be undertaken. Whilst the chief constable will report on consolidated force performance to the PCC, performance measurement is undertaken across all areas of the organisation continuously. Improvements to the Force – the structure of neighbourhood teams, putting the right people in the right places, new technology etc. – all combine to improve our service.

On a functional level, performance monitoring features throughout our day to day work, from daily management meetings reviewing actions being taken, tactical meetings at local neighbourhood level, up to strategic meetings with senior officer teams. Behind this our teams of intelligence analysts and researchers constantly feed into performance reporting not only to highlight how well the force is executing its duties but to monitor crime levels, trends and assist ongoing operations.

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.

We are also 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) 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 us 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.
## THE PERFORMANCE FRAMEWORK

### Gwent Police Performance Framework

<table>
<thead>
<tr>
<th>Thematic:</th>
<th>Effectiveness</th>
<th>Accountability:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police and Crime Plan, Well Being of Future Generations Act, SPR</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National and Local Assessment:</th>
<th>The Delivery Plan:</th>
<th>Intermediate Outcomes/The Journey:</th>
<th>Final Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventing crime and tackling anti-social behaviour</td>
<td>Effectively identifying and managing offenders</td>
<td>Reductions in the number of people re offending</td>
<td>In both the physical and virtual environment;</td>
</tr>
<tr>
<td></td>
<td>Effective investigations</td>
<td>Evidence of proportionate responses and outcomes</td>
<td>People are and feel less affected by crime and anti-social behaviour</td>
</tr>
<tr>
<td></td>
<td>Creating opportunities for early intervention</td>
<td>Increasing the amount of volunteers and their effective use</td>
<td>People who visit, live or work in Gwent feel safe</td>
</tr>
<tr>
<td></td>
<td>Working with partners and people in the community to resolve issues</td>
<td>Improving public confidence in areas of focus</td>
<td>People have been empowered to protect themselves and others</td>
</tr>
<tr>
<td>Protecting and supporting victims</td>
<td>Delivery of a victim centred service</td>
<td>We are sharing information in an appropriate and ethical way</td>
<td></td>
</tr>
<tr>
<td>Tackling Serious and Organised Crime and fulfilling national responsibilities;</td>
<td>Understanding and assessing the threat posed by Serious and Organised Crime including national responsibilities</td>
<td>Evidence of activity to reduce road deaths</td>
<td>Victims receive the best possible service</td>
</tr>
<tr>
<td></td>
<td>Engaging with the inspectorate and seeking good practice</td>
<td>Evidence of joined up service delivery with partners and members of the public</td>
<td>People who visit, live or work in Gwent are safe</td>
</tr>
<tr>
<td>Share information effectively</td>
<td>Positive feedback from regulating bodies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gwent Police Performance Framework

<table>
<thead>
<tr>
<th>Thematic:</th>
<th>Efficiency</th>
<th>Accountability:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police and Crime Plan, Well Being of Future Generations Act, SPR, Wales Audit Office</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National and Local Assessment:</th>
<th>The Delivery Plan:</th>
<th>Intermediate Outcomes/The Journey:</th>
<th>Final Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding of demand and the use of resources in responding to demand</td>
<td>The Staying Ahead Change programme providing and on-going assessment of existing demand</td>
<td>A Balanced budget</td>
<td>Value for money</td>
</tr>
<tr>
<td></td>
<td>Delivery of Digital Strategy</td>
<td>Demonstrating we can put resources to areas of highest demand and scale the organisation based on need</td>
<td>Resources are aligned to demand</td>
</tr>
<tr>
<td>Planning for the future</td>
<td>Focus on prevention and intervention</td>
<td>Evidence of testing new ideas and linking to improvements in Policing</td>
<td>We understand and implement evidence based approaches</td>
</tr>
<tr>
<td></td>
<td>A demand reduction strategy</td>
<td>Demonstrating and evaluating early intervention and prevention activity</td>
<td>Public safety</td>
</tr>
<tr>
<td></td>
<td>Understanding emerging demand</td>
<td>Reduced demand and the elimination of waste in areas of focus</td>
<td>Collective understanding and prediction of demand within Gwent Police and the interdependencies with the wider public services</td>
</tr>
<tr>
<td>Capability and capacity – local and national</td>
<td>Exploiting technology</td>
<td>Evidence of future planning to meet predicted demand, including working with other services</td>
<td>Cohesive Public Services</td>
</tr>
<tr>
<td></td>
<td>Collaborative working</td>
<td>Evidence we are working collectively and utilising shared resources (including pooling of budgets) and investing appropriately</td>
<td></td>
</tr>
<tr>
<td></td>
<td>We understand our own and partners capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved Productivity</td>
<td>An effective Performance Framework</td>
<td>The organisation and staff are more innovative and productive</td>
<td>A productive workforce with the capability and capacity to meet demand locally and nationally</td>
</tr>
<tr>
<td>A comprehensive workforce plan</td>
<td>Fulfilment of national commitments</td>
<td>Evidence of digital leadership and embracing new ways of working</td>
<td></td>
</tr>
<tr>
<td>Implementing the Well-being Strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Gwent Police Performance Framework

#### Thematic: Legitimacy

<table>
<thead>
<tr>
<th>National and Local Assessment:</th>
<th>The Delivery Plan:</th>
<th>Intermediate Outcomes/The Journey:</th>
<th>Final Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Priorities:</td>
<td>We will achieve this by.....</td>
<td>How will we know we are getting there?</td>
<td>What does success look like?</td>
</tr>
<tr>
<td>Our Policing activities are carried out in a way that is lawful, proportionate, non-discriminatory and fosters positive relationships engaging inclusivity and cohesion.</td>
<td>Monitoring of protected characteristics both internally and externally. Ensuring we are accountable and transparent in how we police.</td>
<td>Rising public confidence in areas of focus. Increased purposeful engagement across our communities, including those confined in communities.</td>
<td>Gwent Police has the consent of local people.</td>
</tr>
</tbody>
</table>

Delivery of our services is influenced by the views of the diverse communities we serve and promotes inclusivity and cohesion.

We have a workforce representative of the community it serves and one which has a culture that is ethical and fair with well-being as a priority.

Improving our understanding of the workforce. Supporting staff and implementing the People Plan and the well-being agenda. Open and transparent complaints and misconduct processes with proportionate outcomes.

Evidence of improving services for the public with appropriate consultation and engagement. Positive feedback from the Independent Advisory Group (IAG) and public opinion. People accessing our services in different ways. Different voices of the community are heard. Demonstrating we are responsive to the changing needs of the public. An improved awareness of our workforce.

An increasingly more representative workforce and retention and progression of the diversity within it. The workforce believe they are treated fairly, understand diversity and feel supported. Evidence of strong trusting productive relationships internally and externally. Evidence of fairness within processes and decision making.

Local People have trust and confidence that all voices of the community are listened to. Gwent Police are accessible to all and in partnership we create safe and cohesive communities. Gwent Police is inclusive, ethical, adaptive and accessible. Gwent Police has an engaged, healthy, valued workforce that truly represents the communities it serves at all levels. A workforce that is diverse and representative.

---

#### Thematic: Leadership

<table>
<thead>
<tr>
<th>National and Local Assessment:</th>
<th>The Delivery Plan:</th>
<th>Intermediate Outcomes/The Journey:</th>
<th>Final Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Priorities:</td>
<td>We will achieve this by.....</td>
<td>How will we know we are getting there?</td>
<td>What does success look like?</td>
</tr>
<tr>
<td>Understanding, developing and displaying strong leadership through organisational development.</td>
<td>Delivery of the ‘Well-being Strategy’ &amp; Delivery of the ‘People Plan’. Establishing and embedding a talent management programme. Establishing and embedding a leadership development programme. Increasing the amount of opportunities for development. An effective PDR process. Developing coaching/mentoring skills and increasing accessibility to them. Understanding the staff survey. Consistent assessment and recruitment processes.</td>
<td>An effective programme of staff well-being. Understanding leadership capability and capacity. Diverse leadership teams at all levels. Consistency in leadership direction. Demonstrate clear pathways for staff to develop. Evidence of an adaptive leadership style reflecting financial challenges. Increased attendance. Evidence of succession planning. High levels of satisfaction and engagement from all staff. Evidence of effective resolution of staffing issues. Evidence that staff are willing to learn and improve. Evidence that the organisation supports and values new ideas. Evidence of Digital Leadership and embracing new ways of working.</td>
<td>Views of staff are listened to and leaders are responsive to the needs of the workforce. People who work for Gwent Police have high standards and their decision making and activity is underpinned by the Force values. A workforce that is diverse and representative. A satisfied, productive, professional workforce. An organisation that is willing to learn and continuously improve.</td>
</tr>
</tbody>
</table>
KEEP IN TOUCH:

https://www.gwent.police.uk
www.twitter.com/gwentpolice
www.facebook.com/gwentpolice
www.youtube.com/gwentpolice
www.instagram.com/gwentpolice