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**Gwent Police
and Crime Panel**

**Panel Heddlu
& Throseddu Gwent**

For all enquiries relating to this agenda please contact Charlotte Evans
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Date: 5th August 2019

Dear Sir/Madam,

A meeting of the **Gwent Police and Crime Panel** will be held at the **The Chamber, County Hall, Rhadyr, Usk, NP15 1GA** on **Monday, 12th August, 2019 at 10.00 am** (Panel Pre-Meeting at 9.30am) to consider the matters contained in the following agenda.

A G E N D A

Pages

- 1 To Appoint a Chair and Vice Chair for the Ensuing Year.
- 2 Declarations of Interest.
- 3 Apologies for Absence.

To approve and sign the following minutes: -

- | | | |
|---|-------------------------------------------------------|-----------|
| 4 | Gwent Police and Crime Panel held on 29th March 2019. | 1 - 10 |
| 5 | Proposed Appointment of the Chief Constable. | 11 - 66 |
| 6 | Overview of Gwent Police Performance 2018-19. | 67 - 196 |
| 7 | Draft Police and Crime Plan Annual Report. | 197 - 238 |
| 8 | Forward Work Programme. | 239 - 240 |

MEMBERSHIP:

Councillor Jonathan Millard, Blaenau Gwent County Borough Council
Councillor Mrs Lisa Winnett, Blaenau Gwent County Borough Council
Councillor Mrs Christine Forehead, Caerphilly County Borough Council
Councillor Gez Kirby, Caerphilly County Borough Council
Councillor Colin Peter Mann, Caerphilly County Borough Council
Councillor Mike Jeremiah, Torfaen County Borough Council
Councillor Emma Rapier, Torfaen County Borough Council
Councillor Peter Clarke, Monmouthshire County Borough Council

Councillor Tony Easson, Monmouthshire County Council
Councillor William Routley, Newport City Council
Councillor Jason Jordan, Newport City Council

Co-opted Members- Mrs G. Howells and Mr P. Nuttall

By Invitation

Mrs S. Curley, Office of the Gwent Police and Crime Commissioner
Mr D. Garwood-Pask, Office of the Gwent Police and Crime Commissioner
Mr J. Cuthbert, Office of the Gwent Police and Crime Commissioner
Ms E. Thomas, Office of the Gwent Police and Crime Commissioner

And Appropriate Officers.

**Gwent Police
and Crime Panel**

**Panel Heddlu
Gwent a Throseddu**

GWENT POLICE AND CRIME PANEL

**MINUTES OF THE MEETING HELD AT THE CHAMBER, COUNTY HALL,
RHADYR, USK, NP15 1GA
ON FRIDAY 29TH MARCH 2019 AT 10.00AM**

Present:

Councillor J. Guy (Newport City Council) - Chair
Mrs G. Howells (Co-opted) - Vice Chair

Councillors S. Healy and L. Winnett - Blaenau Gwent County Borough Council
Councillors G. Kirby and C. Mann - Caerphilly County Borough Council
Councillor J. Jordan - Newport County Borough Council
Councillors P. Clarke and A. Easson – Monmouthshire County Borough Council
Councillors M. Jeremiah and E. Rapier - Torfaen County Borough Council

By invitation:

Mr J. Cuthbert - Police and Crime Commissioner for Gwent
Ms E. Thomas - Deputy Police and Crime Commissioner for Gwent
Mrs S. Curley - Chief Executive, Office of the Police and Crime Commissioner for Gwent
Mr D. Garwood-Pask - Chief Finance Officer, Office of the Police and Crime Commissioner for Gwent

Also in attendance:

Mr J. Williams – Chief Constable, Gwent Police
Ms P. Kelly – Deputy Chief Constable, Gwent Police
DS S. Rosser-Trokas – Detective Sergeant, (Cyber Crime), Gwent Police.
Insp. D. Seymour – Corporate Communications Manager, Office of the Gwent Police and Crime Commissioner.
Ms J. Robinson – Head of Strategy, Office of the Gwent Police and Crime Commissioner.
Mr R. Guest – Head of Communications and Engagement, Office of the Gwent Police and Crime Commissioner.
Ms J. Regan – Head of Assurance and Compliance, Office of the Gwent Police and Crime Commissioner.
Ms. E. Lionel – Principal Finance and Commissioning Manager, Office of the Gwent Police and Crime Commissioner.
Ms S. Butcher – Communications and Engagement Specialist, Office of the Gwent Police and Crime Commissioner.

Together with:

Mrs C. Forbes-Thompson (Interim Head of Democratic Services - CCBC) and Ms C. Evans (Committee Services Officer - CCBC)

1. INTRODUCTIONS

The Chair opened the meeting and introductions were made.

2. DECLARATIONS OF INTEREST

Councillor J. Guy wished it be noted that he is the Treasurer of both Newport and Gwent Neighbourhood Watch Associations and the Chair of Gwent NARPO Association.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs C. Forehead (Caerphilly County Borough Council), W. Routley (Newport City Council) and Mr P. Nuttall (Co-opted Member).

4. GWENT POLICE AND CRIME PANEL MEETING HELD ON 25TH JANUARY 2019

RESOLVED that subject to it being noted that Councillors P. Clarke and A. Easson were present at the meeting and a typing error in the recommendation on Page 4 (Police and Crime Commissioner for Gwent's Budget Requirement and Council Tax Precept Proposal 2019/20), the minutes of the Gwent Police and Crime Panel meeting held on 25th January 2019 (minute no. 1 - 7) be approved as a correct record.

5. CYBER CRIME - PRESENTATION

The Panel welcomed D.S. Rosser-Trokas, Gwent Police, who provided the Panel with a presentation on Cyber Crime.

It was noted that the Police and Crime Commissioner's Police and Crime Plan has identified that Cyber Crime in its entirety is a priority for Gwent Police and Cyber dependent crimes are those that specifically target a computer, in order to unlawfully access its content or impair its operation. These crimes fall under the Computer Misuse Act 1990 and often involve hacking, blackmail and/or fraud.

Cyber crime is dealt with by preparing staff and improving the response to Cyber Crime through improved training and resources; prevention by stopping children and young people crossing the line into Cyber Crime in partnership with Tarian and the NCA; protecting by providing advice and guidance to communities to stop them becoming victims of Cyber Crime; and continuing to prosecute and disrupt those engaged in Cyber Crime.

Funding was discussed and it was noted that Gwent Police have secured additional Home Office Funding that specifically supports the staffing of the Cyber Crime Unit, the training that they receive and the specialist equipment that they use. This funding is already secured for 2020/21 and is likely to continue as the threat of Cyber Crime in the UK persists.

The Panel noted that to date 94.45% of referrals have received an investigative response and the same 94.45% have received protection advice. However, an ambitious target of 100% of Action Fraud (the mechanism for reporting Cyber Crime in the UK) referrals will be investigated and 100% of victims who report to Action Fraud will get advice to prevent those becoming repeat victims. It was however noted that the reasons for not currently achieving 100% targets is because people do not engage following initial report.

The Panel thanked the Officer for the detailed presentation and discussion ensued.

A Panel Member, in noting the small team allocated to Cyber Crime, raised concerns for the workload and pressures and queried whether the team were able to meet the demand going forward. The Officer explained that there has been significant work underway to upscale frontline Officers and provide them with the relevant training and technology in order to deal with and support victims, however, the Cyber Crime Unit deal with more serious and complex cases.

Discussions took place around the Wales Cyber Resilience Bus Tour, which was an initiative organised by Tarian and the Regional Organised Crime Unit, aimed at staff, organisations and business to provide important messages in line with the National Cyber Security Centre (NCSC) and the UK National Cyber Security Strategy (NCSS). It was noted that communications were provided to each Local Authority in Gwent to arrange visits at relevant sites and disseminate information.

A Panel Member raised concerns around the borderless nature of Cyber Crime and sought further information on how this can be tackled. The Officer explained that there are specific challenges around the lack of borders, however Gwent Police strive to tackle issues of Cyber Crime, with support from partnership working and information sharing through Action Fraud.

Discussions took place around performance and a Panel Member sought clarification on the impact on performance measures and crime levels. The Commissioner explained that Cyber Crime is a cross cutting theme, therefore it has not been assigned its own category of crime. However, there has been a focus on Cyber Crime with the Police and Crime Plan and relevant indicators are being set up in order to capture the relevant data.

Concerns were raised that the extent of the increase in Cyber Crime has not yet been identified and the data is not available. Officers explained that a thematic approach has been undertaken, and as 40-50% of crimes have an element of Cyber Crime, it creates complexities in reporting, however the Panel were assured that work is underway to provide this information.

6. POLICE AND CRIME COMMISSIONER'S UPDATE – NOVEMBER 2018 TO JANUARY 2019

The report provided the Panel with an update on activities undertaken by the Office of the Police and Crime Commissioner (OPCC) for the period 1st November 2018 to 31st January 2019.

The Commissioner referred to the tragic terrorist incident in Christchurch, New Zealand, and the Panel noted the response undertaken by the Chief Constable and Commissioner to offer support to the Islamic Community in Newport, in addition, it was noted that patrols have been increased around mosques in order to deter and prevent any further incidents.

The Panel noted that last week the Office of the National Crime Agency expressed a heavy emphasis on the impact of Cyber Crime, and the importance of tackling human trafficking, county lines and modern day slavery, which have been considered within the updated Police and Crime Plan.

A meeting has been arranged between the Commissioner and Rt. Hon Nick Hurd, Minister of State for Policing and the Fire Service to discuss the impact of serious crime, with particular reference to incidences in London and Greater Manchester and the additional funding available to Forces in England and Wales to tackle such issues.

The Panel were asked to note that the impact and uncertainty of Brexit is currently under consideration, with particular reference to the implications on policing and law enforcement.

Work is underway to provide contingency plans should Britain be forced to leave the EU with no deal.

The Panel thanked the Commissioner for the detailed update and discussion ensued.

The Panel discussed the report and sought further information around the figures relating to 1.2 (Early Action Together (EAT)/ Adverse Childhood Experiences (ACE's) Operation Encompass) in which January 2019 saw 668 reports of children who either experienced domestic abuse first hand or were present during an incident and whether these figures relate to one month only. Officers explained that the figures relate to the period of January 2019 and are as a result of Operation Encompass, which has been rolled out within schools across Gwent and demonstrates the levels of children and young people living with Domestic Abuse.

Discussions took place around Early Intervention Youth Fund (EIYF) and Serious Organised Crime (SOC) and the importance of the work being undertaken to tackle organised crime and county lines. Officers explained that there is a commitment for this work to continue and a number of partnership programmes have been implemented with local authorities, schools and communities to raise awareness, provide support and develop effective solutions to issues.

The Panel discussed Commissioner Surgeries and Engagement and queried whether local officers or members are notified of Commissioners visits to their area. The Commissioner explained that no prior notice is offered to the police in order to get a more honest discussion with members of the public on policing.

It was raised noted that previously the Commissioner attended Council meetings of Gwent Local Authorities to provide an update on policing matters and Members queried whether this was still available. The Commissioner explained that he has undertaken some visits to Local Authorities and is happy to attend where possible, but requires an invitation from the authority.

The Commissioner's Police Community Fund (the Fund) was discussed and a Panel Member queried the criteria process and funding allocations. It was noted that the Fund was created as a result of the Proceeds of Crime Act and works to support organisations in some of the most disadvantaged areas in Gwent. Whilst some areas in need may not be classed as disadvantaged, the Fund is open to any organisation to apply and applications are considered on merit and need. However, the Panel were asked to note that funding is limited to £300k, which has to be allocated across the whole of Gwent, and as a result, aims to target those in greater need.

A Panel Member raised concerns around Estates, with particular reference to the relocation of Abergavenny Police Station. The Commissioner has a meeting with the Assembly Member for the area to consider policing in Abergavenny and Local Members requested that they be invited also. The Commissioner agreed to contact the MP and discuss further.

The Commissioner requested that the seating arrangements in the Chamber be reconfigured in order that Officers from the OPCC could also be included in the meetings more readily. Officers agreed to draft a seating plan and send for agreement.

The Gwent Police and Crime Panel thanked the Commissioner for the update and noted its content.

7. UPDATE TO THE POLICE AND CRIME PANEL ON COMPLAINTS REFORM

The Panel noted that in 2014, a Home Office review found that public and police officers seemed to have little faith in the current complaints system. Complainants did not have

confidence that their concerns would be dealt with fairly and police officers often felt that complaints were vexatious and not dealt with in a timely manner. They also felt unwilling to admit mistakes for fear of them being accused of misconduct.

In order to address these issues, the Policing and Crime Act 2017 made new provisions for the handling of complaints, including the introduction of three different models. Once implemented, Police and Crime Commissioners (PCC's) will have a much more significant role in determining how complaints are dealt with at a local level. They will have the discretion to choose whether to record and determine complaints themselves, or to supervise how their local police force exercises such functions. PCCs will also be responsible for reviews of the handling of complaints deemed suitable for local resolution.

The Act will require the Appropriate Authority (the specific officer who has responsibility for complaints and conduct matters) to ensure that all complaints are dealt with in a 'reasonable and proportionate' manner.

It was noted that in the Commissioners Office in Gwent, since 2016, there has been a Public Response Unit which deals with low level dissatisfaction (matters which are not considered as complaints under the Police Reform Act 2002). The Chief Constable and Police and Crime Commissioner had received anecdotal feedback that it appears to some members of the public that the police service 'polices' itself when it came to complaints. As found by the Home Office review, the complaints process could be lengthy, complicated and often resulted in both sides feeling dissatisfied with the outcome. Therefore, an improvement was needed to ensure an independent and efficient resolution of problems with an overruling commitment to ethical behaviour.

The report outlined that once the secondary legislation has been introduced, the PCC will need to decide which of the 3 models to implement, as outlined within the Officers Report. The Panel noted that there are a number of pros and cons for each model, which will need consideration by the PCC before making a decision. At this stage, the majority of Commissioners intend to take on either Models 1 or 2. A small number wish to take on Model 3. At this stage, the PCC in Gwent is not minded to take on Model 3.

Officers asked that the Panel note the report and further updates will be provided in due course. It is anticipated that the legislation will go through parliament in the summer, however, if not, OPCC's are asking for this to be postponed until after the Commissioner elections next year.

The Panel discussed the report at length and a Panel member sought reassurance that complainants are being kept updated on their complaints and the process. Officers explained that there will need to be a system in place, regardless of the model chosen in order to meet the needs of the complainant. However, it was felt that there could be added complications should a model be chosen in which Gwent Police investigate complaints themselves.

In addition, it was noted that there could be staffing implications, in that additional staff may be required depending on the model and responsibility for dealing with complaints, however, consideration will be given to joint working where possible.

A Panel Member queried whether it would be possible to look at what other PCCs are doing for best practice or even consider sharing the service in order to reduce overall costs. Officers explained that there is potential to consider this, however as there is a lot of uncertainty at the moment, it is not possible to anticipate costs. It is difficult to quantify the figures, due to the varying levels of complaints received.

The Panel thanked the Officer for the report and noted its content.

8. POLICE AND CRIME COMMISSIONER FOR GWENT SCRUTINY AND PERFORMANCE FRAMEWORK – QUARTER 3

The report provided the Panel with a high-level overview of the Police and Crime Commissioner's (PCC) oversight and scrutiny of Gwent police quarterly performance in relation to the Police and Crime Plan. It was noted that the scrutiny and monitoring of force performance takes place in a variety of forms including observation and participation in boards and meetings as a critical friend. The main forum where this takes place is the Strategy and Performance Board, the public meeting at which the PCC holds the Chief Constable to account. There are also specific reports and briefings requested as required. The PCC has weekly one-to-ones with the Chief Constable to discuss matters arising and any areas of particular concern.

The Police and Crime Commissioner has made it very clear to the Chief Constable that his expectation is that he is provided with good quality information so he can understand performance and undertake effective scrutiny and monitoring. This is specifically to include:

1. Consistent data sets, baseline and actual data for all the force indicators;
2. Narrative to describe activity relating to all force indicators and Police and Crime Plan measures;
3. Analysis of impact for all activity; and
4. Future Planning.

The OPCC has set out to reinforce what is required by providing detailed feedback on previous performance reporting, providing further specific direction on future reporting, feedback on draft reports and this has been evidenced through documentation and strategic meetings.

Due to the Quarter 3 Organisational Performance Report not being available for the Strategy and Performance Board on 6th March 2019, the Commissioner held an extraordinary meeting of the Board on 11th March 2019. Following receipt of the paper that morning, it was presented by the Assistant Chief Constable and Head of Strategy, Performance and Change to the board and scrutinised by the Commissioner and his team. During the meeting, it was noted that some information was missing and, on occasion, conclusive outcomes were not provided. Following conversations between the Commissioner and Chief Constable, the Commissioner has decided to instigate an action plan for the future delivery of this performance requirement. The action plan will be owned by the Deputy Chief Constable, on behalf of Gwent Police, and will be used to monitor progress.

The Commissioner wished to thank Ms J. Robinson and Vice Chair G. Howells for their extensive work in producing the document.

The Panel thanked the Commissioner and Officers for the report and discussion ensued.

Discussions took place around the targets and measures and it was noted that there were no figures around Cyber Crime within the report. Cyber Crime isn't reported as a category as it presents as many different forms of crime such as fraud or theft.

The figures relating to Domestic Abuse were discussed and it was noted that considerable work has been conducted in order to encourage more people to report Domestic Abuse, as a result, crime figures have increased.

A Panel Member, in noting the extensive work being undertaken by Gwent Police in tackling the various types of crimes presented across Gwent and the wider area expressed their disappointment that there are still elements and data missing from the report, which would assist the Commissioner to hold the Chief Constable to account. Further assistance was

offered, where needed to further develop the plan and ensure that performance data is captured, documented and meaningful. It was agreed that a further meeting of the Performance Group to be arranged by the OPCC.

Discussions took place around police allocations and it was noted that there are more officers deployed in the Newport area. The Panel were informed that this is as a result of Newport being the busier of the Gwent Local Authorities; Newport also sees a much higher call volume presenting a number of issues within the City Centre. As a result, Officers are deployed and allocated where needed.

The Panel noted that there was nothing relating to Apprenticeships within the report, with particular reference to finances and the apprenticeship levy. It was noted that progress is being made in this area, with a second meeting of the Police Partnership Board being arranged in which it is anticipated that a response will be provided. Concerns have also been formerly presented to the Home Office, as the money has not been received by Welsh Government. The Commissioner assured that Panel that he is hopeful this will be resolved. The Panel were also asked to note that one-off funding has been received to support Higher Education and as a result 15 student officers have been inducted.

The Panel thanked the OPCC for the report and noted its content.

9. GWENT POLICE AND CRIME PLAN UPDATE

The Police and Crime Commissioner for Gwent provided the Panel with an updated Police and Crime Plan in response to the changing nature of Crime and how this is impacting on local policing requirements in Gwent.

The Panel noted the pressures experienced by Gwent Police, which included the ever evolving practices of criminals, as well as additional challenges and reduced government funding. It was noted that some challenges are predictable, such as the increase in cyber-enabled technological advancements, whereas others are less so, particularly when looking at serious and organised crime and the devastating impact this can have on communities.

The Commissioner referenced the innovative work being undertaken in order to tackle such issues, including the process of identifying and supporting victims of sexual exploitation, to modern day slavery and criminal exploitation, especially within our children and young people populations and minority groups.

Discussions took place around Adverse Childhood Experiences (ACE) in which evidence shows that these have life long effects which increases the likelihood of both becoming victims and perpetrators of crime.

As a result, the Commissioner felt that it was time to update the Police and Crime Plan. The Commissioner has a legal duty to publish a Police and Crime Plan that provides strategic direction for policing and crime services. The original Plan was first published in 2017 and was driven by a set of key values and principles. These were strengthened by a vision that the people of Gwent have confidence in the services we provide, which makes them feel safe in their communities.

The Panel noted that whilst the measures by which performance is monitored are being updated, the Commissioner has decided to keep the policing priorities for Gwent as: Crime Prevention, Supporting Victims, Community Cohesion, Tackling Anti-Social Behaviour and Effective Service Delivery.

It was noted that it is the duty of the Commissioner to hold the Chief Constable to account for

policing services in Gwent. Throughout the plan, the narrative of serious and organised crime has been emphasised to demonstrate its importance and ensure the protection of the most vulnerable residents remains a priority for Gwent Police.

The main focus of the plan continues to be preventing crime. The Commissioner continues with the aim to provide the best service possible to improve community safety, protection for vulnerable people and to provide support for victims of crime, with a particular focus on victims of serious harm. In addition, the plan continues to shape decisions around transformation and how to make best use of resources to help keep people safe and provide an effective, accessible and trusted service that also provides value for money to the people of Gwent.

The Panel noted that the Commissioner believes that partnership work is crucial to ensuring communities are safe, vibrant places to live and to making effective improvements in our communities. The prominence of partnership working has been raised significantly since the introduction of the Wellbeing of Future Generations (Wales) Act 2015. This places collaboration between all devolved public services on a statutory basis through public service boards. By working with key partners, we seek to provide the best possible quality of life for our citizens, in particular our most vulnerable and particularly when dealing with abuse and exploitation these cannot be dealt with by criminal justice agencies alone.

The Commissioner highlighted his commitment to the provision of bilingual services in order to fully engage with the Welsh speaking members of Gwent's communities. Work is underway with the Chief Constable to ensure that the Welsh Language Standards are being met and upheld within the OPCC and across Gwent Police as a whole.

It was noted that significant work is underway to ensure that front-line policing can be maintained as much as possible, which will require a significant focus on high quality service delivery, effective use of resources and embracing new technologies; all whilst providing value for money and ensuring that crime levels are reduced.

Finally, the Commissioner assured the Panel that he will continue to listen to the concerns and issues of the people of Gwent and strives to make Gwent a safer place to live and work. The Panel were assured that every effort is being made to ensure that all is being done to prevent and reduce crime that causes the most harm in our communities and against the most vulnerable people.

The Panel discussed the report at length and it was noted that the plan is still in draft form.

The Panel discussed partnership working and the benefits it can have in reducing crime, for example, relying on third sector partnerships to help tackle cyber crime, by working in conjunction with private banks etc.

Discussions took place around Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections and the introduction of self-evaluation. It was noted that the OPCC and Gwent Police have a good working relationship with HMICFRS and work closely during the inspections, which often requires a level of resourcing and are often time consuming, in order to ensure efficiency of reviews and transparency.

Following detailed discussions around the Gwent Police and Crime Plan Update, the Commissioner requested that the Panel have further consideration for the draft Plan Update and provide any comments and feedback to the OPCC by 12th April 2019.

10. FORWARD WORK PROGRAMME

Mrs C. Forbes-Thompson (Lead Officer to the Panel) presented an overview of the forward work programme which listed the items planned up until December 2019.

The Panel discussed and agreed the programme, and noted that the next meeting will consider Performance Reporting and Sickness Absence. In addition, the Panel agreed the addition of a report on the Medium Term Financial Plan Projections.

The Chair thanked those in attendance for a very informative and fruitful meeting.

Meeting Closed at 12.35pm.

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OFFICE OF POLICE AND CRIME COMMISSIONER

TITLE: Proposed Appointment of Chief Constable

DATE: 12th August 2019

PURPOSE: For Decision

1.	<p><u>RECOMMENDATION</u></p> <p>In accordance with the Police Reform and Social Responsibility Act 2011 (the 'Act') the Police and Crime Panel (the PCP) are invited to:</p> <ul style="list-style-type: none">a. Review the proposed appointment of Ms Pamela Kelly as Chief Constable of Gwent Police.b. Make a recommendation to the Police and Crime Commissioner (PCC) as to whether or not the candidate should be appointed.
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>On 29th March 2019, the former Chief Constable wrote to the PCC informing of his intention to retire on 30th June 2019. This paper describes the steps that have been taken by the PCC for Gwent to recruit a new Chief Constable.</p> <p>The PCC must, under the Act, notify the PCP of the proposed appointment of a Chief Constable. Paragraph 3(2) of Schedule 8 of the Act requires the PCC to provide the following information:</p> <ul style="list-style-type: none">(a) The name of the person whom the Commissioner is proposing to appoint ("the candidate");(b) The criteria used to assess the suitability of the candidate for the appointment;(c) Why the candidate satisfies those criteria; and(d) The terms and conditions on which the candidate is to be appointed. <p>The PCP is required to review the proposed appointment and hold a confirmation hearing. The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.</p> <p>In progressing the recruitment of a new Chief Constable the PCC has had regard to the legislation referred to above and the College of Policing Guidance for the Appointment of Chief Officers published in March 2018.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>Advertisement - the advertisement for the role of Chief Constable was placed on the website and social media accounts of the PCC for Gwent. It was also published by the College of Policing, College of Policing Senior Leaders Hub,</p>

	<p>the Association of Police and Crime Commissioners and the National Police Chiefs Council. All eligible candidates in England and Wales also received a letter from the PCC inviting them to apply for the post.</p> <p>A total of eleven social media posts were published in both Welsh and English. On Twitter this generated 3,066 impressions (the number of times the story has been seen) and there were 170 engagements (the number of people who have liked, shared or replied to a tweet). The Facebook posts had a reach of 6,717 (the number of Facebook pages a story has appeared on) resulting in 890 engagements (the number of people who have liked, shared or commented on a story) and 857 clicks to view the vacancy. On LinkedIn there were 110 impressions resulting in 9 clicks to view the vacancy. The Office of the Police and Crime Commissioner's (OPCC) website received 683 page visits, of which 507 were unique.</p> <p>The College of Policing guidance on the appointment of chief officers states that vacancies must be advertised on a public website or some other form of publication which deals with police matters for a minimum period of 3 weeks. The vacancy should also be advertised nationally to ensure the opportunity is available to the widest pool of eligible candidates. The advert was placed on the OPCC website on 30th April 2019 with a closing date of 22nd May 2019, meeting the 3 week minimum requirement. The shortlisting process took place on 30th May 2019 with the interview process taking place on 27th June 2019.</p> <p>Recruitment Pack - the recruitment pack was available upon request from the Chief Executive of the OPCC. This comprised a number of documents:</p> <ul style="list-style-type: none"> • Recruitment Information Pack containing: <ul style="list-style-type: none"> ○ Letter from the PCC ○ Overview of the Role ○ Detailed Role Profile ○ Behaviours ○ Particular Challenges in Gwent ○ Education, Qualifications, Skills and Experience ○ Terms and Conditions • Application Form and Guidance Notes • Equal Opportunities and Welsh Language Monitoring Form <p>A copy of the Recruitment Information Pack is attached at Appendix 1.</p>
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	<p>The Behaviours section of the information pack sets out the key personal competencies and values required to perform the role of Chief Constable for Gwent. All candidates were required to address these competencies in their application form and during the interview process where they were assessed against the College of Policing Competency and Values Framework. This is attached at appendix 2.</p> <p>The independent member of the appointment panel, who has many years' experience in senior police officer recruitment, reviewed all documentation in the recruitment pack with a number of suggested amendments incorporated into the final documents.</p> <p>Terms and Conditions - The term of appointment will be for a five year period at a salary of £142,689 per annum. This level of salary is the nationally set 'spot' salary for Gwent. The PCC did not consider it appropriate to vary the spot point plus/minus 10% as he is entitled to do under the determination of the Home Secretary. The role also attracts a number of benefits in accordance with Police Regulations and Determinations.</p> <p>Appointment Panel – Whilst the Act states that it is the PCC's responsibility to appoint the Chief Constable, the College of Policing Guidance suggests that the PCC should convene an appointment panel (to include at least one independent panel member as set out in the Home Office Circular 013/2018 on the selection and appointment of Chief Officers). The role of the independent member is to ensure the appointment process is conducted fairly and openly and that the successful candidate is selected on merit. The independent member is also required to produce a written report on the appointment process for submission to the PCP. This is attached at appendix 4.</p> <p>The PCC selected an appointment panel as follows:</p> <ul style="list-style-type: none"> • Jeff Cuthbert (PCC) • Siân Curley, Chief Executive and Monitoring Officer (OPCC) • Mike Cunningham, Chief Executive Officer, College of Policing • Judith Paget, Chief Executive, Aneurin Bevan University Health Board • Gill Lewis, Independent Panel Member. <p>The panel members all received a copy of the College of Policing Guidance for the Appointment of Chief Officers as well as a copy of the Competency and Values Framework against which the candidates were assessed throughout the recruitment process. The Panel was supported and advised by:</p> <ul style="list-style-type: none"> • Darren Garwood –Pask, Chief Finance Officer (OPCC)
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Applications – 3 expressions of interest were received within the period the vacancy was advertised; all 3 resulted in completed applications being submitted to the OPCC. This is an increase on the number of applications received during previous Chief Constable recruitment processes.

Shortlisting - Shortlisting took place on 30th May 2019 via telephone conference due to the differing locations of the interview panel. All panel members assessed the application forms of each candidate and were asked to offer their observations on the draft presentation and interview questions. This feedback was built into the final question set which was to be used during the interview process. Due to the high calibre of the applicants, all 3 were shortlisted for interview.

Interview Process - The interview process consisted of feedback from the psychometric tests, which the candidates completed prior to the day, an external stakeholder panel and a presentation and formal interview. The aim of the interview process was to assess the candidates against the competencies for the role using a process that was both appropriate and rigorous.

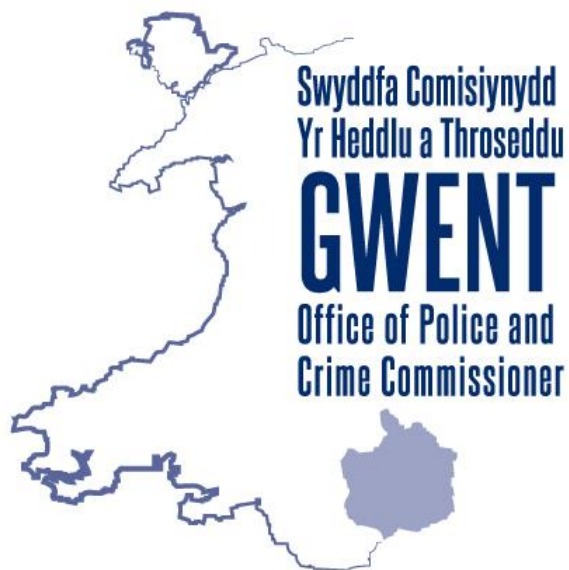
External Stakeholder Panel - It was agreed that an external stakeholder panel would be utilised in order to provide additional scrutiny and a wider perspective during the assessment process. The stakeholder panel members were invited to take part by the PCC, ensuring that there was representation from a diverse range of key partners. The stakeholder panel included representatives from the following organisations:

- Joint Audit Committee, Gwent Police and OPCC;
- Gwent High Sheriff;
- South Wales Fire and Rescue Service;
- Public Protection, Caerphilly County Borough Council; and
- Gwent Association of Voluntary Organisations.

Each member of the stakeholder panel was asked to submit a question relating to their role/area of work, with final questions being agreed prior to the interview process. Each member of the panel asked the same question of each candidate, all panel members were then able to ask supplementary questions as necessary. Each stakeholder panel session lasted for 1 hour and was facilitated by the Deputy Police and Crime Commissioner (DPCC). A short briefing was provided to the interview panel by the DPCC, prior to each candidate's presentation and interview to recommend areas which could be explored further, if applicable, during the interview process. More detailed, qualitative feedback was provided by the DPCC on behalf of the stakeholder

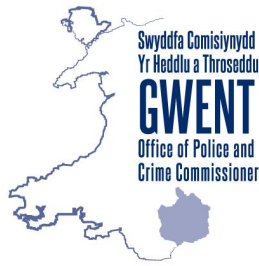
	<p>panel prior to the PCC making his final decision.</p> <p>Presentation and Interviews - Each candidate was provided with a candidate brief on 5th June 2019 to ensure they had sufficient time to prepare for an oral examination by the appointment panel. The candidates delivered their presentations then answered questions on that presentation.</p> <p>This was followed by formal interview questions and formed the evidence gathering upon which panel members formed their conclusion. Each candidate was measured against the College of Policing Competency and Values Framework.</p> <p>The Preferred Candidate – The candidate who scored the highest mark in the presentation and interview session was Ms Pamela Kelly, current Deputy Chief Constable of Gwent Police. Although, their process was not scored, this also reflected the opinion of the stakeholder panel.</p> <p>Accordingly, the PCC formally proposes to the PCP that Pamela Kelly be so appointed.</p> <p>Further information on how the candidate met the required criteria is attached at appendix 3.</p>
4.	<p><u>NEXT STEPS</u></p> <p>Next steps will be dependent on the decision of the PCP and are laid out in legislation.</p> <p>The preferred candidate is not currently vetted to the level required to undertake the role of Chief Constable although the process commenced prior to her appointment of temporary Chief Constable; it is hoped that the candidate will achieve developed vetting status within the coming weeks. The candidate has held security check vetting status (one level below the required vetting level) for over 25 years. It must be noted that this increased vetting level is a requirement of the role and must be completed successfully or the candidate will not be able to take up this position.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>The financial aspects of the post of Chief Constable are outlined in this report.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>The appointment process was carried out in accordance with the guidance issued by the College of Policing in March 2018.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>The appointment process was carried out in accordance with the Police Reform and Social Responsibility Act 2011.</p>

8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>In order to support the use of the Welsh language, the ability of the candidate to speak Welsh was listed as a desirable requirement within the Terms and Conditions of Appointment. The advert for the post was published in both Welsh and English and the application form and information pack were also available in both languages.</p> <p>In carrying out this role, the Chief Constable will need to have due regard to the provisions of the Equality Act 2010 and, in particular, to the general equality duty, the broad purpose of which is to integrate consideration of equality and good relations into day to day business and for consideration to be given to how public bodies can positively contribute to the advancement of equality and good community relations.</p>
9.	<p><u>RISK</u></p> <p>Failure to appoint the preferred candidate would result in the loss of an excellent quality candidate and result in a period of instability for the force, as well as a potential loss of public confidence.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This report and appendices will be made available to the public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Mrs Sian Curley, Chief Executive</p>
12.	<p><u>ANNEXES</u></p> <p>Appendix 1 – Recruitment Information Pack (including Terms and Conditions of Appointment)</p> <p>Appendix 2 – College of Policing Competency and Values Framework</p> <p>Appendix 3 – Suitability of Candidate for Appointment</p> <p>Appendix 4 – Independent Member Report.</p>



RECRUITMENT INFORMATION PACK

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Letter from the Police and Crime Commissioner for Gwent



I would like to encourage you to apply for the position of Chief Constable of Gwent Police if you feel that you have the right level of qualification and experience.

Gwent Police is a progressive organisation that believes very strongly in the value of partnerships working. Consequently we have strong links to all the major public services (which are of course devolved to the Welsh Government), the third sector, and to the Welsh Government itself.

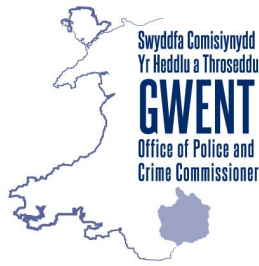
We are committed to building excellent community cohesion across the diverse communities of Gwent and therefore we strive to create a police service that is as representative of our communities as possible.

The Office of the Police and Crime Commissioner for Gwent views itself as a critical friend of Gwent Police. Although I understand completely the formal relationship between the Chief Constable and me, our overwhelming purpose is to provide, by working together, the very best public service for the people and communities of Gwent.

If this describes the sort of position that you're looking for, then please consider applying.

Very best wishes

Jeff Cuthbert

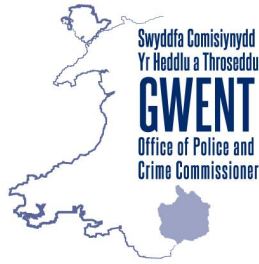


Overview of the Role

We are looking for an enthusiastic, innovative energetic, focused Chief Constable to lead the delivery of policing services for the communities within the Gwent area. The individual should have strong communication skills, focus, drive and energy.

The Chief Constable will be responsible for fulfilling all professional and legal obligations of the office of Chief Constable, and must account to the Police and Crime Commissioner for the policing in Gwent. In particular the Chief Constable will be expected:

- to develop and communicate **a clear, effective and deliverable plan for Gwent Police**, which will enable it to deliver its part in the Police and Crime Plan and ensure policing across Gwent best serves the needs of local people, increases public confidence and makes the area safer.
- to **review, determine and lead changes** to the future shape and culture of the organisation to enable delivery of the strategy within financial and resource constraints, responding to both national and local demands and improving productivity and performance.
- to develop a cohesive and well led chief officer team and organisation, where the **workforce is enthused, inspired, held to account, is highly productive** yet flexible enough to respond to a changing environment whilst delivering a first class policing service, which responds to the needs of local people.
- to develop **strong, effective relationships** through influence, negotiation, trust and respect, where key partners and stakeholders at local, Welsh and UK levels want to engage in working together to achieve improved outcomes for local people.
- To be a role model for upholding high standards of professional and ethical behaviour.



Detailed Role Profile

Role Purpose:

1. The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.
2. The Chief Constable is accountable for the totality of policing within their Force area, including the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.
3. The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.
4. As a Corporation Sole the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine Force governance arrangements.

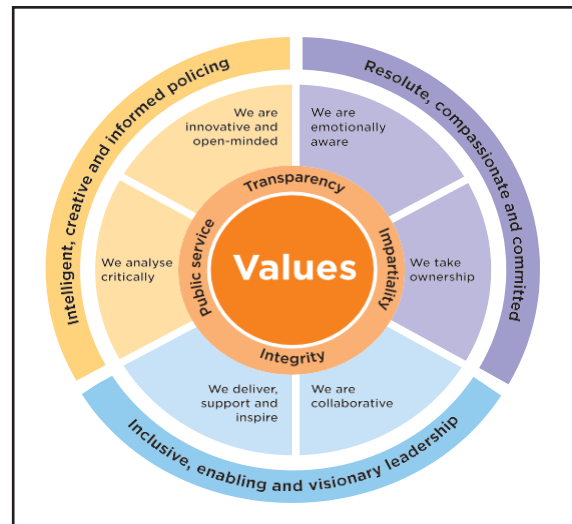
Key Accountabilities

1. Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
2. Develop and maintain governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
3. Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
4. Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.

5. Lead, inspire and engage the Chief Officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
6. Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
7. Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
8. Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
9. Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
10. Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
11. Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
12. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
14. Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

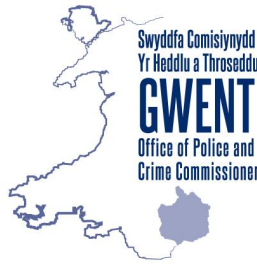
Behaviours

All roles are expected to know, understand and act within the ethics and values of the Police Service. The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.



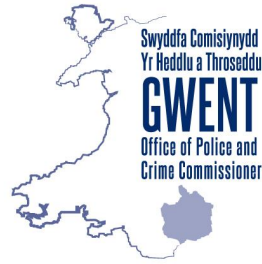
This role requires the candidate to be achieving or working towards the following levels of the CVF:

Resolute, compassionate and committed	
We are emotionally aware	Level 3
We take ownership	Level 3
Inclusive, enabling and visionary leadership	
We are collaborative	Level 3
We deliver, support and inspire	Level 3
Intelligent, creative and informed policing	
We analyse critically	Level 3
We are innovative and open-minded	Level 3



Particular challenges in Gwent

- Tackling the issues of public confidence and satisfaction for both victims and the wider public.
- Working in an increasingly diverse and challenging environment both socially, geographically and economically.
- The potential for key partners and stakeholders moving away from prevention and back to core services/survival due to reducing resources. Added dimension of working in a non-devolved service alongside devolved public services in Wales.
- Organisational change and the need to constantly revisit demand and business transformation – i.e. more for less.
- Implementing our People Plan to ensure a high performing team addressing any workforce challenges impacted by local and national changes from Government, Inspectorates and terms and conditions.
- The need for a clear understanding of the role of the Police and Crime Commissioner and where operational and political influences exist within five very different local authorities.
- The national landscape which is uncertain and changing.
- The Welsh legislative and policy context, working effectively with Welsh Government and key devolved partners and stakeholders.
- The need to ensure there is a dynamic and effective Chief Officer team where a broad range of skills, styles and experience will be beneficial.
- A leadership approach to deal with increased levels of collaboration, innovation and partnership working.
- Ensuring the organisation is equipped to deliver an accessible and adaptive policing service in the digital era.
- Gwent, like all other Forces must operate within a limited financial regime and consequently we are turning more and more to the local council tax paying population for a greater proportion of our annual income.



Education, Qualifications, Skills and Experience

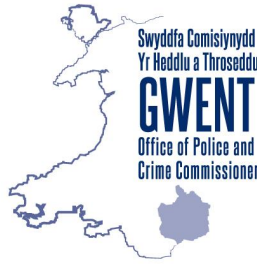
Prior Education and Experience:

1. Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
2. Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
3. Authorising Officer Training.
4. Wide ranging operational law enforcement experience.
5. A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
6. Experience of successfully engaging with and influencing multi-agency partnerships.
7. Experience of implementing an effective performance management framework.
8. Experience of implementing successful organisational development, change and innovation.
9. Experience of accountability for management of significant budgets.
10. Up to date operational/technical policing knowledge.
11. Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
12. Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

Skills

13. Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.

14. Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
15. Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
16. Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
17. Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
18. Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
19. Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
20. Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
21. Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
22. Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.



TERMS & CONDITIONS OF APPOINTMENT

The post will be subject to the following terms and conditions:

1. Salary

- 1.1 Remuneration will be £142,689 per annum.

2 Term of Appointment

- 2.1 The successful candidate will take up the appointment for a five year period. The commencement date will be subject to negotiation.

3. Medical Examination

- 3.1 Applicants who are shortlisted will be required to complete a medical questionnaire and the successful candidate will be required to undertake a medical examination.

4. Vetting

- 4.1 The successful applicant will be appointed subject to obtaining security clearance at Developed Vetting (DV) level.

5. Post Service Employment

- 5.1 The Chief Constable must provide notification to the Police and Crime Commissioner of any proposed post-service employment for a period of 12 months after leaving the police service, the Police and Crime Commissioner will then make a recommendation on the suitability of the new appointment.

6. Notice Period

- 6.1 The appointment may be terminated by four months' notice in writing on either side.

7. Working Location

- 7.1 The majority of work will be carried out from Gwent Police Headquarters based in Croesyceiliog, Cwmbran. However, the nature of the work will also require travel throughout Gwent as well as nationally. This may on occasions include extensive periods of time spent working at other locations around the country.

8. Working Hours and Annual Leave

- 8.1 The post holder will be contracted to work 40 hours per week and will be paid on a monthly basis. However, as the post holder will have the responsibility of heading the service they will be required to be contactable 24 hours per day. The role may require the post holder to attend major incidents or other operational events at short notice.
- 8.2 This role will require evening and weekend working including attending meetings and events during these times.
- 8.3 The successful candidate will be required to devote his/her whole time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.
- 8.4 The post holder will be entitled to 35 days annual leave and to re-rostered rest days.
- 8.5 It is a requirement that the Chief Constable and Police and Crime Commissioner keep each other informed about their availability and periods of leave of absence.

9. Relocation

- 9.1 To facilitate the recruitment of high quality Officers to the rank of Chief Constable, a relocation package is available to successful candidates who relocate their home upon appointment.
- 9.2 The Office of the Police and Crime Commissioner's relocation policy is available on request.

10. Remuneration Package

- 10.1 Excluding salary, the following elements are provided for in the remuneration package for the Chief Constable:
 - Dependent on individual circumstances either Housing Allowance at £4,692.86 per annum or Red Circled Rent Allowance including tax deducted refunded as a payment of compensatory grant (maximum £5,698.92 for external candidates only) paid and taxed through payroll (if entitled under regulations).
 - The Police and Crime Commissioner will meet the cost of the annual legal protection reactive insurance cover and membership provided by the Chief Police Officers' Staff Association (CPOSA).
 - Chief Officer Car Leasing Scheme.
 - Reimbursement of all reasonable expenses incurred in the execution of duty (reimbursed through expenses). Mileage expenses will be paid in line with standard HMRC rates.

11. Gifts and Hospitality

- 11.1 All accepted and declined gifts and hospitality offered to the Chief Constable must be approved by the Police and Crime Commissioner.
- 11.2 Gwent Police has a Gifts and Hospitality Policy which sets out the detail and guidance on accepting gifts and hospitality in an open and transparent manner. The policy, which is available on the Force intranet, is applicable to Chief Officers who are expected to familiarise themselves with its contents and to act in accordance with its requirements.

12. Business Interests

- 12.1 The Chief Constable is required to inform the Police and Crime Commissioner of any previously approved business interests.
- 12.2 Any new business interests must be declared to and approved by the Police and Crime Commissioner prior to their commencement.
- 12.3 Gwent Police has a Business Interests policy which provides further information and is available on the Force intranet.

13. Performance and Development Review (PDR)

- 13.1 The post will be subject to performance and development reviews (PDRs) in accordance with national guidance and will be undertaken by the Police and Crime Commissioner.

14. Continued Professional Development (CPD)

- 14.1 You are expected to maintain your professional knowledge and development including your physical fitness, in accordance with the College of Policing CPD framework in line with the evolving requirements of the post. You will be expected to complete the national fitness test annually.

15. Equal Opportunities

- 15.1 The Police and Crime Commissioner for Gwent is committed to equal opportunities for existing and potential members of staff.
- 15.2 The Police and Crime Commissioner welcomes applications from candidates regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor.

16. Welsh Language

- 16.1 The Office of the Police and Crime Commissioner for Gwent and Gwent Police are committed to promoting use of the Welsh language throughout both organisations. You will therefore be expected to demonstrate an understanding and positive approach towards the Welsh Language and the culture of Wales.

16.2 The ability to speak Welsh is desirable, support will be provided to any person wishing to develop their skills in this area.

17. Smoking

17.1 The whole estate is subject to a no smoking policy.

18. References

18.1 Two references will be obtained once the assessment process is complete and the successful applicant is identified.

19. Other Conditions

19.1 This post will be offered in accordance with the Police Regulations and any other Laws, Regulations or requirements in Force.



College of
Policing

Appendix 2

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Competency and Values Framework for policing

Overview of framework

BetterProfessionalsTM
for **Better**Policing

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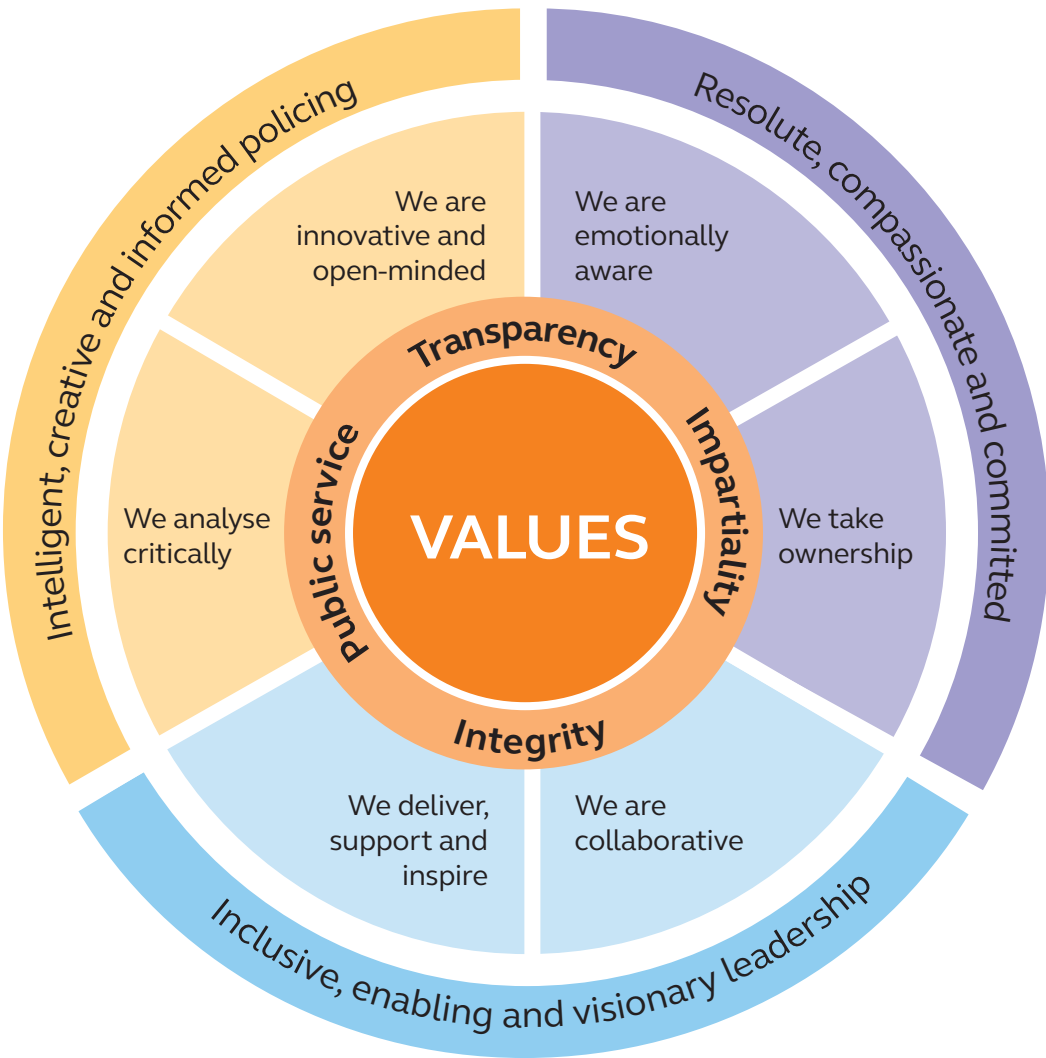
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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Competency

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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Suitability of Candidate for Appointment

The PCC must, amongst other things, provide the PCP with information on the criteria used to assess the suitability of the candidate for the appointment and further explanation of why the candidate satisfies these criteria. This document sets out the evidence which demonstrates how the criteria are met.

Experience

The candidate has almost 25 years of policing experience. She has spent the majority of her career in Dyfed Powys Police where she reached the rank of Assistant Chief Constable. She then joined Gwent Police as Temporary Deputy Chief Constable in July 2017 before being appointed permanently to the role in December 2017. For a short period she worked with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) (Inspection following the death of Victoria Climbié), she completed a short term secondment with Avon and Somerset Police and has spent some time working with Queensland and New South Wales Police in Australia.

For most of her service, the candidate has worked within the Criminal Investigation environment, serving as a Senior Investigating Officer, leading murder, kidnap and child abuse investigations. The candidate has also performed many uniform leadership roles including District and Territorial Commander. She is a Strategic Firearms Commander, a Hostage Negotiator and Public Order Commander. The candidate has also received awards for her work as a Senior Identification Manager, having played a key role in recovering the bodies of British Citizens following plane crashes in Afghanistan and Tripoli.

The candidate has a significant amount of experience in covert policing and has regularly performed the role of authorising officer for covert deployments. Throughout her career, the candidate has worked in partnership to deliver effective services for the public and has been an active member in many Public Service Boards across Wales. The candidate has Chaired Local Resilience Forums (LRFs) and successfully contributed towards and led Major/Critical Incidents through partnership; dealing with matters such as oil refinery explosions and plane crashes. More recently, as the Cyber Crime Lead for Wales, The candidate has influenced LRFs to include Cyber prevention/preparedness as a part of their performance monitoring.

Eligibility Criteria

The candidate has met the following criteria:

- Successfully completed the Police National Assessment Centre (PNAC)
- Successfully completed the Strategic Command Course (SCC)
- Served at the rank of constable in a UK police force

- Held the rank of Assistant Chief Constable, Commander or a more senior rank in a UK police force

The candidate is expected to receive Developed Vetting status within the next few weeks. A request has been made for the matter to be expedited.

Interview Competency

The panel considered the candidate's responses to the interview questions utilising the College of Policing 'Competency and Values Framework for Policing'. A high-level summary of the focus of the interview is provided:

Competency/Value – Public Service

The candidate demonstrated a passion for public service with clear values that aligned to the Code of Ethics. There was a strong vision for appropriate communication and engagement with the public. The candidate was confident in her priorities to care, innovate, and deliver and the panel felt that the presentation provided sound evidence of her level of competence in this area.

Competency/Value – We are collaborative

The candidate demonstrated a high level of political awareness and gave examples of collaborative and partnership working that she had initiated and led within Gwent and across Wales. It was clear that the candidate had taken the lead in building strong relationships and working with others to remove barriers wherever possible. A key example was a partnership arrangement, initiated by the candidate, between Gwent Police, the Health Board and a local authority to progress joint working arrangements and improve services to the public.

Competency/Value – We take ownership

The candidate provided detail of the action that would be taken to support effective decision making and performance monitoring at a local and Welsh level. It was acknowledged that this was an area that requires improvement and the panel was confident that the candidate was committed to fostering an appropriate culture and creating the circumstances for improvements to be made. The candidate provided assurance that she would take personal responsibility for this area in future.

Competency/Value – We are emotionally aware

The candidate demonstrated a high level of emotional intelligence; this was triangulated via the psychometric testing exercise. This response evidenced that appropriate action could be taken where there is a fundamental disagreement between senior colleagues or the PCC. Examples were provided of actions that had been taken to influence organisational and individual behaviours with positive outcomes.

Competency/Value – We are innovative and open-minded

Evidence was provided of efforts to implement new and innovative ways to tackle the challenge of balancing public expectations, with service demand, HMICFRS requirements and a reduction in real term funding. Panel members acknowledged that this was an ongoing task for the Chief Constable and were pleased to hear the plans for new and far-reaching ways of working that would mean a change of approach for the policing service. It was noted that the Force Management Statement would be a key tool in addressing the complexity of demand and ensuring that Gwent Police stays at the forefront of new and complex developments in policing.

Competency/Value – Deliver, support and inspire

The candidate expressed a dedication to wellbeing and gave evidence of efforts to link the overall vision for Gwent Police to plans and objectives. Recent work to develop a People Plan for the organisation demonstrated the push for a learning culture with investment in talent management as well as a commitment to transparent and open promotion and selection processes.

Evidence was provided of efforts to address absence rates in an attempt to remove organisational barriers that stop the service from meeting its goals.

Competency/Value – Analyse critically

The candidate gave a clear example of work undertaken to encourage significant change on a national basis in how cyber crime is dealt with. The impacts of this had been evident and it was apparent that risks and benefits had been balanced by the candidate in order to ensure improvements for all involved. It had been necessary to influence a number of external parties in order to win support and the panel acknowledged the significant amount of critical analysis and informed decision making required to deliver the project.

Stakeholder Panel Feedback

The Stakeholder Panel agreed unanimously that they supported the appointment of the preferred candidate and commented on her clear strategic vision for Gwent Police. Answers provided were comprehensive and strong. Members were encouraged by the candidate's holistic approach to partnerships and public service and were confident that she understood the transition required from her current role.

Conclusions

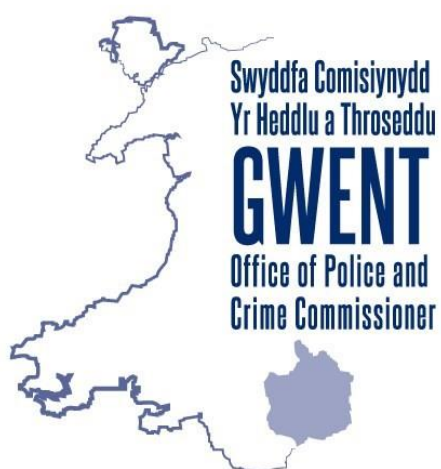
The Appointments Panel concluded that the candidate more than met the competencies and values required for the role. It was felt that the candidate demonstrated an excellent balance of strategic vision with practical examples of her ability to undertake the role and her optimism and enthusiasm was commended.

The panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable.

A handwritten signature in black ink, reading 'Siân Curley', enclosed within a thin black rectangular border.

Siân Curley

Chief Executive and Monitoring Officer
Office of Police and Crime Commissioner for Gwent



**Assessment and selection for the post of
Chief Constable for Gwent Police**

Independent Member's Report

June 2019

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1. Introduction

Home Office Circular 20/2012, as updated by Circular 13/2018, outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable and which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel. However, they should involve an Independent Member in the assessment, shortlisting and interviewing of candidates.

This is the Independent Member's report relating to the appointment process for the next Chief Constable for Gwent Police. The process is the responsibility of Police and Crime Commissioner Jeff Cuthbert.

The aim of this report is to provide an assessment of the extent to which the appointment process in Gwent has been conducted fairly, openly and based on merit. It also details the extent to which the panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

2. Independent Member's role

The role of the Independent Member is laid out in Home Office Circular 13/2018. It is described more fully within the Guidance for Chief Officer Appointments produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing. Those consulted in its preparation have included Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the Association of Police and Crime Commissioners, National Police Chiefs' Council, Association of Police and Crime Commissioners' Chief Executives, Police Superintendents' Association and the Home Office. It was produced under the direction of the Police Advisory Board for England and Wales Sub-group on Chief Officer Appointments.

I am an Independent Member from the list originally created by the College of Policing in 2012 and maintained by them until 2018. In order to become a member of this list I was required to undergo a fair, open and merit-based selection process. This process focussed on my suitability as someone skilled in assessment and capable of quality assuring assessment processes. I have undergone an induction to this role from the College of Policing, for whom I have also worked as an External Assessor at national senior selection centres.

Further details of my role as Independent Member are set out in the role profile in Appendix A and my background is provided in more detail in Appendix B.

3. Independent Member remit in the Chief Constable appointment process

I was invited by the Office of the Police and Crime Commissioner (OPCC) for Gwent to become involved at an early stage of this appointment, prior to the advert being released. Arrangements were made sufficiently well in advance, with my appointment finalised in April 2019, the advert closing in May, and shortlisting and selection exercises arranged for June 2019. The application pack with the role requirements and person specification was assembled by the OPCC. It adhered closely to the Guidance for Chief Officer Appointments.

Staff of the OPCC were very open to including me from the outset. My independent advice was welcomed and respected. I had telephone and email contact to arrange the practical details and to discuss any queries as they arose. For example, we discussed how to tighten up the testing of the draft presentation and interview questions against the criteria in the competencies and values framework, to ensure the selection process was focussed more clearly on objective criteria. We also discussed my suggestion to insert a word limit in part of the application form, to clarify expectations for candidates. The acceptance of these suggestions evidenced an open attitude, with the OPCC being keen to design a process that was fair between all candidates.

The PCC and his staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of fairness, openness and merit.

4. Appointment panel

The appointment panel role is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place and that consideration may be given to involving panel members in helping to define the requirements of the role.

It states the purpose of the panel is to challenge and test if the candidates meet the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse, suitably experienced and competent in selection practices, and that they must adhere to the principles of merit, fairness and openness. All members should be provided with a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of three to five members is convened, but this is at the discretion of the PCC.

Within this appointment process the panel had been agreed at the outset as consisting of five members:

- Jeff Cuthbert, the Police and Crime Commissioner for Gwent

- Sian Curley, Chief Executive of the OPCC, also acting as Monitoring Officer
- Judith Paget, Chief Executive of Aneurin Bevan University Health Board
- Mike Cunningham, Chief Executive of the College of Policing
- Myself, Gill Lewis, Independent Member

Darren Garwood-Pask, Chief Finance Officer of the OPCC was in attendance in an advisory capacity.

An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of the appointment process; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the PCC during decision making.

For this appointment, panel member Mike Cunningham acted as the Policing Adviser.

All panel members were identified to be part of the panel by the PCC. Their senior operational experience was sufficient to allow them to challenge and test others at executive level. All were given a copy of the Competency and Value Framework used in policing. The panel were also signposted to the Guidance for Chief Officer Appointments, ensuring they were well informed on their duties. Adherence to best practice and to merit-based, objective judgements was evident from the outset.

The five panel members were white (based on observation), consisting of two men and three women. There were no declared disabilities. The diversity of the local population served by Gwent Police varies across the local authority areas covered, with the proportion of people who are white British averaging from approximately 91% to 96%. In this context it is considered that the panel's ethnic diversity in terms of BAME representation was adequately met on this occasion. It might be an area to consider in future, to further enhance the already good selection process. However, there was no evidence that the panel mix adversely affected the outcome of the process for this appointment.

There was continuity in the composition of the panel for shortlisting, presentation and interview. Shortlisting was carried out via a teleconference.

The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation, and that it meets the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

This role in Gwent was fulfilled by Sian Curley, Chief Executive, ably supported by Joanne Regan, Head of Assurance and Compliance. They worked consistently to maintain standards, collaborating openly and helpfully with the Independent Member and other panel members throughout the planning and administration of the appointment process.

5. Panel briefing

The PCC followed College of Policing guidance in inviting all members of the selection panel to assist in refining the design of the process at the shortlisting session. This discussion gave scope for the panel to comment on the presentation topic and interview questions. The optional use of supplementary probing interview questions was discussed, to ensure that all competency areas would be fully tested. The national competency and values framework for policing was circulated and used as the basis of the presentation, interview questions and decisions, to ensure these would be transparent, objective and based on merit. This illustrated a willingness to make sure that the selection would be made on a clear evidence base, again demonstrating openness and transparency in the process.

The guidance for the panel covered the rating scale to be used and the ORCE method (observe, record, classify, evaluate), in line with College of Policing best practice. The panel discussed in advance at shortlisting stage what the minimum acceptable scores might be to permit an appointment, as well as agreeing the key qualities that would make a difference, should two candidates score equally. The PCC's approach in establishing agreed standards and expectations in advance with all panel members was to ensure decisions would be based on evidence and merit, avoiding bias. This helped the panel equip themselves for their role in being able to challenge and test candidates fairly.

The panel was able to clarify that consensus decision was the preferred approach, but in the event of inability to achieve this, the PCC would be considered as first among equals on the panel and would make the final recommendation on the preferred candidate, subject to ratification by the Police and Crime Panel.

The panel members other than me had met the internal candidate previously in a professional capacity. The policing adviser Mike Cunningham had met all three candidates previously in a professional capacity. Other panel members had not personally met the external candidates, other than through familiarisation visits between the advert and selection dates. In order to ensure fairness of the process, it was agreed that any previous contact with candidates would be noted at the outset, and that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

6. Stakeholder panel

An advisory stakeholder panel was also used in this process, on the same day as the formal interviews. A group of five stakeholders was selected from local partners, including the High Sheriff and representatives from local government, the Fire and Rescue service, the voluntary sector and the Joint Audit Committee. Draft questions submitted in advance from the stakeholders were refined into a common set of questions to be put to each candidate, to ensure consistency and hence fairness. The stakeholder forum was coordinated by Deputy PCC Eleri Thomas. Each forum lasted one hour.

It was agreed in advance that the opinions of the stakeholder forum would not be scored numerically, as members participating had not been trained in this and were not making measurable judgements linked to the competency areas. They were to be advisory only, to ensure that all final assessments and decisions were merit based.

7. Role profile

The panel was provided with a copy of the role profile as advertised. This reflected the national guidance, including accountabilities, the skills, knowledge and competencies required and the terms and conditions offered. In discussion with the PCC prior to the selection exercises, it was emphasised that a leader with good emotional intelligence was sought, able to work in partnership with the OPCC and external partners, and to collaborate effectively with a myriad of local stakeholders from all sectors. Understanding of the complexity of collaboration in Wales was particularly important, including understanding the implications of Welsh devolution for policing. The successful candidate would need to have a focus on good communication with the public and partners in order to improve public confidence.

8. Advert

The application pack had been drawn up by the Office of the PCC in line with the national guidance. The post had been advertised between 30 April and 22 May 2019 via the Gwent OPCC website, and via the respective websites, jobs boards and email circulation lists of the College of Policing, the College of Policing Senior Leaders' Hub, the Association of Police and Crime Commissioners and the National Police Chiefs Council, as well as in social media including Facebook, Twitter and LinkedIn. As part of this process, information on the vacancy was circulated to all forces advising them of the vacancy and the recruitment process. In this way all eligible applicants in the UK pool were made aware of the opportunity. Every effort was made to be transparent about the vacancy and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants, demonstrating openness.

The published application pack was comprehensive, with links offering more detail. The pack included terms of appointment and met legal requirements. There was a clear intention to be open and transparent with candidates from the earliest stages of the process being published.

9. Assessment design

The application form used was in line with the College of Policing guidance. It required details of the previous three postings held by the applicant; training, including successful completion of the Strategic Command Course; and evidence of skills, knowledge and experience within the last three postings related to the role profile. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements.

The choice of interview questions and presentation topic was also based on demonstration of evidence against the Competency and Values Framework for Policing, with a focus on six competency areas. The assessment was designed to allow the shortlisting, presentation and interview exercises to involve all panel members. A standard assessment sheet was provided, allowing each panel member to rate each candidate on a five point scale against each of the competencies. This was designed to give transparent evidence of a fair and equal process for all.

The interview questions produced by the OPCC were of good quality in that they were open, with an appropriate mix of those based on past experience and those based on hypothetical future scenarios. Following discussion between panel members, we were able to link them more specifically to the Competency and Values Framework to ensure a more precise and accurate recording of evidence.

In discussing the scoring system to be used, it was agreed that the panel would not use a simple arithmetic addition, also noting there was no clear evidence on which to base any weighting between different competencies. It was agreed in advance that the panel would compare the whole set of scores for each candidate and seek to come to a consensus decision.

The views of a stakeholder panel were taken into account, as were the results of psychometric tests, but these were not numerically scored as they were considered to be advisory.

Familiarisation visits by each candidate prior to the assessment day were included in the design of the process. The aim was to inform candidates about the local context rather than to gain additional information about them. This was once again to ensure transparency and fairness.

10. Assessment delivery

Three applications for the post were received, two external and one internal. A survey by the College of Policing has found that on average, adverts for Chief Constable posts attract two applicants. Evidence presented to a Select Committee in Parliament in 2018 found that over half Chief Constable processes only had one applicant for the job. The perceived barriers to applying have been found to be:

- Distance from home
- Whether an internal applicant was applying for the role
- Little financial incentive for promotion.
- The reputation and challenges associated with the PCC

It was evident that appropriate efforts had been made to make the process in Gwent as open as possible and that the size of the response was a considerable success, when seen in the national context.

Using the method outlined above at the design stage, it was agreed unanimously to shortlist all three applicants for interview, one man and two women. There was insufficient evidence at this stage to rule any candidate out.

The timetable for the presentation and interview allowed adequate time for each element. The candidates were given a presentation topic in advance and were asked to deliver a fifteen minute presentation, followed by fifteen minutes for panel questions. After this, an hour was allowed for the semi-structured interview. The carefully planned timetable helped to ensure that the process would be objective, fair to all candidates who might have applied, and clearly based on merit.

The Chief Executive and PCC undertook between them to deliver the final decision to candidates and to provide feedback as required to any unsuccessful applicants.

11. Assessment decision making

Each panel member first scored separately at the shortlisting, presentation and interview stages. Scores were collated and discussed where differences of opinion emerged, in order to agree a moderated consensus score. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout.

Overall consensus scores were recorded by the Chief Executive and by me, and were endorsed by the PCC. Consensus was reached throughout, and there was a unanimous recommendation regarding the preferred candidate, who achieved high scores on all six selected areas of the Competency and Value Framework.

The panel made a unanimous recommendation that DCC Pam Kelly of Gwent Police was the preferred candidate. The PCC concurred with this in making his own decision to recommend DCC Kelly to the Police and Crime Panel Confirmatory Hearing for appointment as the next Chief Constable of Gwent Police.

12. Conclusions

Through the steps outlined above, the PCC fulfilled his responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. Unanimous scores were readily agreed on all candidates.

As the Independent Member I found that the decision-making process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.

Thanks to the scrupulous preparation done by the PCC and his staff, and to the professional attention devoted to the process by the panel, I can confirm that the selection of the preferred candidate to be Chief Constable of Gwent Police met the principles of fairness, openness and merit.

Gill Lewis
Independent Member
June 2019

Appendix A: Independent Member role profile

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointments panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
 - To provide independent advice in the shortlisting of applicants against the agreed appointment criteria.
 - To play an active role (where required) as part of the appointments panel and provide independent advice in assessing shortlisted candidates against the agreed appointment criteria (this might include through the use of interviews, presentations, assessment exercises, etc).
 - To provide independent advice on which candidate(s) most closely meets the appointment criteria in line with the principles of merit, fairness and openness.
4. To produce a written report on the appointment process which expressly and explicitly addresses the appointment principles of merit, fairness and openness, and the extent to which the panel were able to fulfill their purpose.

Appendix B: Independent Member pen picture - Gill Lewis

I have led or advised on senior Police recruitment at Chief Officer level since 2007, firstly to meet Police Authority requirements, and since 2013 under the revised guidance to meet PCC/Chief Constable needs. I have also worked for over ten years as an independent assessor for the College of Policing and its predecessor at the national senior police recruitment and promotion centres, including at the Senior Police National Assessment Centre; for Fast Track assessment centres for serving Constables and for external graduates; and for the Direct Entry programme at Inspector and Superintendent level.

I have led and monitored numerous appointments at the equivalent of chief executive level in a range of other public sector arenas beyond Policing, including in Probation, the NHS, and in the housing and education sectors.

My earlier career spanned senior management roles in local government, in housing and social care, and in the NHS, where latterly I was Director of Service Improvement for Suffolk Primary Care Trust. In the last 15 years I have also held a range of public appointments as a Non-executive Director or Chair in a Police Authority, Probation Trust, NHS Trust, housing association and various charities. This has included at both local and national level, for example, as Chair of the National Housing Ombudsman Board and as Chair of Norfolk and Suffolk Probation Trust. I have had wide ranging leadership experience at Board level of managing major change programmes, collaborative arrangements and challenging savings plans, balancing a commitment to excellent public service with shrinking resources, all in a climate where public confidence and political accountability are key.

For the past seven years I have also served as a volunteer with a project to support homeless and vulnerable young people.

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Overview of Gwent Police Performance 2018-19

Introduction

Gwent is a safe place to live, visit and work. It has the 10th lowest crime rate (ONS December 2018) of the 43 police forces in England and Wales. The Police and Crime Commissioner (PCC) through his scrutiny and monitoring arrangements believes that Gwent Police does a reasonable job at protecting the public and responding to crime. He recognises that resource restrictions and the changing nature of crime present the most significant challenges to policing in Gwent as across England and Wales. He has, with the support of the Police and Crime Panel, enabled the employment of a further 150 police officers to increase the capacity of Gwent Police.

Gwent Police has seen 40% real term cuts. The effects of this should not be minimised. As a result, Gwent Police has made almost £50 million in cashable efficiency savings, which places considerable pressure on existing resources. There increased demand across the service including Force Control Room, Response and Public Protection. The change and reform programme continues to monitor and the effect of changes and future requirements. There is significant effort in trying to ensure that the force is maximising the resources it has to deliver the services needed by the people of Gwent.

Unfortunately, formal performance reporting provided to the PCC has not been to the required standard. To address this, an action plan was instigated in quarter 3 of 2018/2019. The key elements of the action plan include; the requirement for timely reporting, evidencing performance using agreed indicators against the police and crime plan with an agreed format and a reporting schedule that enables internal scrutiny by Chief Officers before reports are submitted to the PCC.

Some actions are still outstanding therefore monitoring of the plan will continue. It is fully expected that the new Performance Framework for the updated Police and Crime Plan will address many of the required improvements and will allow for the provision of reports against reasonable measures to assess progress against the plan.

At the May meeting of the Strategy and Performance Board (SPB), the PCC asked the Deputy Chief Constable (DCC) whether she was satisfied with the performance demonstrated in the report. The DCC stated that she was confident that the Performance Report provided at the SPB was an accurate reflection of where Gwent Police was at but she recognised the need for improvement in certain areas of performance. . This statement concurs with the opinion of the PCC and reinforces some of the priorities for Gwent Police for the coming year.

Key Areas of Performance

Priority 1: Crime Prevention

1. Number of Recorded Crimes

Crime numbers have continued to rise with an increase of 18.8% this year and a 38% increase since 2016/17. Crime has also increased across England and Wales by comparable amounts. We know that an amount of the increase is due to changes to and improvements in crime recording. This is shown in increases in public order, dwelling burglary, and stalking and harassment offences. Comparatively, across England and Wales, Gwent does not have high levels of crime being 10th lowest of 43 forces.

The Office for National Statistics data indicates that much of crime has actually remained at the same levels but that violent crime including knife crime has increased. Gwent has one of the lowest rates of knife crime in the country being 41 of 43 forces.

There are some crime types where suitable action has been taken to reduce crime. An example of this includes dwelling burglary where there has been targeted activity that has resulted in a 2.8% reduction. There are other crimes, including drug offences and possession of weapons, where there are increases that can be directly linked to targeted police activity and operations. These are planned activities that have taken place to address some of the most significant criminality and serious organised crime in Gwent. Other increased reporting, including violent crimes, is also in part due to increased victim confidence.

The PCC is satisfied that the increases in crime in Gwent are proportionate and that, where there is a threat to a community's safety or quality of life, Gwent Police are responding appropriately.

2. The Provision of Diversionary schemes

There are an increasing number of diversionary and offender management schemes provided by partners. Some of these are funded by the PCC and are supported by Gwent Police. For example, the Youth Offending Service, Women's Pathfinder and Multi Agency Public Protection Arrangements for violent and dangerous offenders all provide opportunities to prevent reoffending, as well as providing support to both vulnerable victims and offenders. The Youth Offending Services continue to demonstrate their ability to maintain low reoffending rates in Gwent. In the next year, we will need to evidence that they achieve community outcomes of reducing reoffending across all schemes to further prove public value of the provision.

3. Crime Prevention

Gwent Police needs to work harder to evidence how it is preventing crime. For example, through targeted communications and engagement work, effective provision of schemes to educate potential victims and offenders, and any other activity that prevents crime before it happens. There is anecdotal evidence of this occurring. However, this has been clearly lacking in the current performance reporting.

Priority 2: Supporting Victims

1. Victim Satisfaction

This is an area where the PCC will be continuously emphasising the need for improved performance. There has been a drop by 5% of overall satisfaction compared to last year. While this means that 7 out of 10 people report being happy overall, with the service they have received, there is ample room and requirement for improvements. In particular, more needs to be done about managing victims' expectations and providing timely updates. This is unsatisfactory at the moment. Victims of domestic abuse express higher levels of satisfaction at 90%. There is a new Victim's Board that will address updating and informing victims as one of its top priorities.

2. Hate Crime/Repeat victims of hate crime

Both the PCC and Her Majesty's Inspectorate of the Constabulary and Fire and Rescue Services recognise Gwent Police as providing an excellent service to victims of hate crime. The Hate Crime

Support Officers provide an enhanced victim-centred service. There has been a 25% increase in repeat victims of Hate Crime. This is most likely due to the increased community tensions as hate crime as a whole is increasing. A significant factor in this increase is the tensions around Brexit.

3. Support for Vulnerable Victims/ Number of MARAC referrals

Gwent Police responsibly dedicate resources towards supporting vulnerable victims, including victims of domestic abuse and missing children. There has been a considerable amount of work undertaken to improve services and outcomes in relation to domestic abuse. Conviction rates for this year for domestic abuse related crimes have been 80%, 4% higher than the national average. Approximately one fifth of all crimes reported to Gwent Police are domestic abuse related. It also causes harm to the children of victims and perpetrators who are recognised as victims in their own right. Effective protection and support of victims is of the highest priority. The number of Multi Agency Risk Assessment Conference (MARAC) referrals (which are required when a victim is assessed as high risk) have increased by 79%. The MARAC meeting enables agencies responsible for and in contact with victims of domestic abuse to share information and plan support and interventions to protect those facing the highest risk. Gwent Police have also increased the Domestic Violence Prevention Orders and Applications this year to provide opportunities to protect victims of domestic abuse. The issuing of body worn video to all police officers will provide further opportunities for gathering evidence and may increase opportunities for victimless prosecution.

Through the continued excellent work of the Missing Persons Hub, the number of children reported missing has reduced by 3.8%. The PCC is confident that the hub enables effective partnership activity to provide support for young people who go missing and are at risk of sexual and criminal exploitation.

Priority 3: Community Cohesion

1. Number engaged with/ Citizens in Policing

Encouraging community involvement at all ages and with people from all areas of Gwent has been a priority of the Citizens in Policing Strategy by Gwent Police. The PCC has shown commitment to community involvement, particularly for providing opportunities for people from economically deprived areas in Gwent. Gwent Police and Police Crime Commissioner provide a range of volunteering opportunities including the custody visitor scheme, police cadets and crime prevention panels.

The Heddlu Bach Mini Police scheme is now in place in 24 primary schools in Gwent, with plans to roll it out to another 12 schools year-on-year. Some of these schools are in areas with particular challenges in relation to crime and anti-social behaviour.

The crime prevention panels have increased from 9 in 2017/18 to 14 in 2018/19. These are locally based community run groups providing crime prevention advice and some practical items to assist in helping people feel safer in their homes.

2. A Representative Workforce

Representation has slightly improved among both police officers and staff across protected characteristics. The gender pay gap is gradually reducing at all levels except at PC level where there

have been more female officers recruited in the last year. The highest gap remains in the top quartile. The increased recruitment of women in the new recruits, with the right support and opportunities provided, will hopefully address the particular gaps at Sergeant and Inspector levels.

3. Absence Rates

Staff absence remains consistently high with an average monthly absence ranging from 30 to 47 across the year. While the PCC acknowledges that there has been significant work and investment seeking to address the issues and challenges, this remains of concern. Gwent Police has invested significantly in training supervisors and improving the well-being provision. This has not yet had the full impact that is required. There has been a reduction in the average number of days per sickness period. This continues to be a significant element of the People's Plan, which is scrutinised at the People and Diversity Board.

Priority 4: Tackling Anti-Social Behaviour (ASB)

1. 999/101 Calls

There is ongoing increased demand for both 101 and 999 calls. There has been an improvement in the number of calls answered in 101 even though the calls into the service increased by more than 250,000. The abandoned calls also reduced. There have been further developments in the force control room with the implementation of the social media help desk in December 2018. While this has initially increased demand due to improving ease of access, it has also provided a service for victims who would otherwise not have contacted the service. There is a service improvement plan that includes further developments that will increase the service's ability to meet demand. Channel shift is expected over the next few years through people increasingly utilising other methods to contact rather than 999 and 101.

999	101
18/19	18/19
Total Calls 18/19 – 83,269	Total Calls 221,235
	Answered: 181,415
17/18	Abandoned: 39,847
Total Calls – 75,871	17/18
	Total Calls: 219,967
	Answered: 173,634
	Abandoned: 46,334

2. Anti -Social Behaviour (ASB) incidents and Responses

The number of ASB incidents has decreased by 7,000 this year from 17,743 in 2017/18 to 10,788. However, we know that much of this demand has moved to Public Order offences due to improved recording. Public Order offences have increased by 3,000 to 7,872 from 4716. Therefore, there is still a real reduction in ASB.

The PCC has been informed of the approach to tackling ASB which includes '115' multi-agency meetings, and Community Assist events. A '115' meeting allows authorities to share information for the purposes of community safety and crime prevention. The Community Assist events encourage reporting by local people and offer support services in a 'one stop shop' event. Problem orientated

profiles also see police working with communities to create solutions to local issues. Connect Gwent, Crime and Disorder Officers and other services as required, support repeat victims.

Priority 5: Efficient and Effective Service Delivery.

1. Her Majesty Inspectorate of Constabulary and Fire and Rescue Services Inspections

There have been a number of inspections through the year:

- Gwent Police was praised by HMICFRS for its approach to dealing with Hate Crime following the thematic inspection.
- The Crime Data Integrity inspection noted improvements had been made since the last inspection but that the force 'required improvement' with an overall score of 90.5%
- The Child Protection thematic inspection report has not been published to date. However, the inspectors commented on a clear commitment by Gwent Police and the PCC to protecting vulnerable people

2. Resolution of Staffing Issues

Gwent Police's Change Department is the driving force behind the £50 million cashable savings. It has been recognised that these efficiencies have occasionally been made in the wrong areas. Demand modelling of response teams across the forces demonstrated that utilization rates were between 88.1% and 97.9% across the force. The recommended level is 85%. The increase in police officers this year will go some way to addressing these challenges.

3. Balanced Budget evidence; accurate forecasting and annual spend

A balanced budget was achieved for 2018/19. There was a non-recurrent surplus of £0.1 million. Previous forecasted underspend was utilised to provide enhanced body worn video and Taser capabilities.

Conclusion

The PCC has, throughout the year, monitored and scrutinised Gwent Police performance through a variety of mechanisms. He is satisfied that Gwent police utilises its resources with best intent and provides reasonable services to the people of Gwent.

The PCC has consistently requested further formal reporting on performance to provide him with complete assurance. This has not been fully provided and is a priority that must be addressed as early as possible in the 2019/2020 financial year.

Police and Crime Commissioner for Gwent Scrutiny and Performance Framework

2018-19

This report has been completed to provide a high-level overview of the Police and Crime Commissioner's (PCC) oversight and scrutiny of Gwent Police quarterly performance in relation to the Police and Crime Plan. The scrutiny and monitoring of force performance takes place in a variety of forms including observation and participation in boards and meetings as a critical friend. The main forum where this takes place is the Strategy and Performance Board, the public meeting at which the PCC holds the Chief Constable to account. There are also specific reports and briefings requested as required. The PCC has weekly one-to-ones with the Chief Constable to discuss matters arising and any areas of particular concern.

The Police and Crime Commissioner has made it very clear to the Chief Constable that his expectation is that he is provided with good quality information so he can understand performance and undertake effective scrutiny and monitoring. This is specifically to include:

1. Consistent data sets, baseline and actual data for all of the force indicators;
2. Narrative to describe activity relating to all force indicators and Police and Crime Plan measures;
3. Analysis of impact for all activity; and
4. Future planning.

The Office of the Police and Crime Commissioner has set out to reinforce what is required by providing detailed feedback on previous performance reporting, providing further specific direction on future reporting, feedback on draft reports and this has been evidenced through documentation and strategic meetings.

Definitions:

BRAG Rating

- Blue = Gwent Police will provide this information at a future date, upon which it will scrutinised and rated.
- Red = No/Insufficient Assurance. This will be applied when information has not been made available at all, either in formal reports or through other monitoring activity. It is also applied when the information provided has not been to the standard that is required for satisfaction that there is reasonable performance in any one area.
- Amber = Limited Assurance. This will be applied when information has been provided but lacks some detail. It may also be used where specific data has not been provided but that the PCC has undertaken scrutiny through direct observation of activity or through meetings or other methods of understanding performance and that it is reasonable.
- Green = Reasonable/Substantial Assurance. The information provided by Gwent Police and scrutiny undertaken by the Office of the Police and Crime Commissioner has concluded that performance is acceptable or good, there is knowledge of its impact, and that there is confidence in the understanding for future delivery.

A glossary of terms is provided at the end of the report.

DATA CONVENTIONS

Unless otherwise stated, information is provided from Gwent Police systems.

For comparison purposes, Gwent Police crime and ASB data has been compared against a two-year baseline average. Please note that in some crime types significant changes were made to Home Office Crime Recording classification rules from 1 April 2017 and the baseline will be adjusted to negate this negatively impacting on the significance of the data provided.

This is the standard comparison used by most Home Office Forces when analysing crime data. This has allowed this report to benchmark current Gwent Police Data against both other Welsh Forces and all Home Office Forces where comparisons are helpful.

Some external data provided by partner agencies may be presented as quarter three yearly comparisons.

Population in the five local authority areas grew by 4% between 2001 and 2011, a rate of 0.4% per annum (Office of National Statistics, 2017). We assume that population growth has remained steady and would expect to see an increase in all demand volumes of a similar amount.

Success Measure Police & Crime Plan	Force Indicators	Current Force Data	Baseline Comparison	Police Activity	RAG Rating
1. Crime Prevention					
1.1. People in Gwent saying they feel safe and are safe	1.1.1 Public confidence percentages	Data for 2018 not available until June.	<p>Year to December 2017 (Crime Survey England Wales figures) Community understanding - 62.3% Confidence - 67.9% Fair Treatment- 63.6% Police Deal with community priorities -52% Police do a good or excellent - 50.9% Police or council dealing with crime -58.5% Reliable - 54% Respect - 85.1%</p> <p>Year to December 2016 (CSEW figures) Community understanding - 66.8% Confidence - 65% Fair Treatment – 58.9% Police Deal with community priorities- 54.6% Police do a good or excellent - 50.8% Police or council dealing with crime – 55.6.% Reliable – 51.1% Respect - 85.1%</p>	<p>The national survey information will not be available until June. Gwent Police are no longer able to do local surveys due to having previously bought the landline numbers to call and this no longer being possible due to GDPR regulations.</p> <p>Police communication and engagement activity including publicising effective police operations and arrests and community assist events (organised where there are local concerns of persistent low level crime and asb) are activities that are aimed at improving local confidence in police services.</p> <p>Following some external feedback and analysis of communications there was a recognition that more messaging needed to focus on improving confidence.</p>	

				Towards the end of the year, there was a greater focus on feedback loops on appeals, good news stories and a reduction in fear-framing messaging.	
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Scrutiny:

The Office of the Police and Crime Commissioner (OPCC) Communications and Engagement team worked with Gwent Police to produce a joint communications and engagement strategy and through the governance structure will stimulate and develop approaches to improve engagement with local communities in ways that would also support confidence in the police service. Activity is monitored through Engaged Communities, the Service Improvement Board (SIB), Organisational Efficiency and Effectiveness Board (OEEB) and other meetings that would improve confidence and provide reassurance for the public in relation to crime and safety. However, it is expected that more work is done in this area in the next financial year.

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1.2. People in Gwent are and feel less affected by crime	1.2.1 Number of recorded crimes by type	All Crime Year on Year Comparison 2017/18 - 2018/19						Overall recorded crime in Gwent has increased by 18.8% in 2018/19 compared to 2017/18 and 38% compared with 2016/17. This upward trend in recorded crime is replicated across England and Wales. It is important to remember that the crime recording requirements changed significantly in April 2017. The consequence of those changes was that a number of crimes have been recorded since that would not have been recorded in 2016/17 and at least not in	
		Crime Type	16/17 Total *	17/18 Total	17/18 Quarterly Average	18/19 Total	18/19 Quarterly Average	Year on Year Total % Difference	
		All Other Theft		4608	1152	4753	1188	+ 3.2%	
		Bicycle Theft		309	77	425	106	+ 37.5%	
		Burglary Dwelling		2612	653	2540	635	- 2.8%	
		Burglary Non-Dwelling		1122	281	1163	291	+ 3.7%	
		Criminal Damage & Arson		8652	2163	9419	2355	+ 8.7%	
		Drug Offences		1374	344	1463	366	+ 6.5%	
		Homicide		7	2	4	1	- 42.9%	
		Miscellaneous Crimes		1208	302	1403	351	+ 16.1%	
		Other Sexual Offences		900	225	981	245	+ 9.0%	
		Possession of Weapons		206	52	237	59	+ 15.1%	
		Public Order Offences		4716	1179	7872	1968	+ 66.9%	

Rape	428	107	574	144	+ 34.1%
Rape Report (Non-Crime)	70	18	98	25	+ 40.0%
Robbery	258	65	301	75	+ 16.7%
Shoplifting	3840	960	3533	883	- 8.0%
Theft From the Person	342	86	373	93	+ 9.1%
Vehicle Crime	3351	838	3398	850	+ 1.4%
Violence with Injury	4880	1220	5823	1456	+ 19.3%
Violence without Injury	9828	2457	14176	3544	+ 44.2%
Total	41906	48711	12178	57849	+ 18.8%
Percentage increase from total baseline figure					+38%

*A breakdown of crimes has not been provided for 2016/17 as due to crime recording rules the comparisons would not be accurate.

Table 1.2 All Crimes by Crime Type Year on Year Comparison 2017/18 – 2018/19.

Harassment Crime Group	17/18	18/19	% Change
Sending Letters with Intent to Cause Distress, Malicious Communications	2324	3610	+ 55.3%
Protection from Harassment	872	2117	+ 142%
Pursue Course of Conduct Which Amounts to Stalking	94	298	+ 217%
Breach of a Restraining Order	198	274	+ 38.4%
Specific Harassment of a Person in Their Home	69	267	+ 287%
Other	106	201	+ 89.6%
Total	3663	6767	+ 84.7%

* **Table 1.3** Harassment Crime Types to Include Stalking Offences

the same way.

Similar to Q3 data, 'Public Order' and 'Violence with Injury' consists of the two highest crime types with a 66.9% and 44.2% increase in these crimes respectively, across a year on year total. Statistical outliers:

Public Order – The significant increase in Public Order Offences, in particular can be connected with the 40% decrease in Anti-Social Behaviour incidences across the force in 18/19 compared to 17/18. Between 2017/18 and 2018/19 there was a 39.2% fall in ASB incidences, and a 66.9% rise in Public Order Offences in the same period.

Violence With/Without Injury – From April 2018, a change to the Home Office Counting Rules meant that the offence of stalking or harassment is recorded in addition to the most serious offence involving the same

Force Ranked by % Change	2017	2018	Change	% Change
South Wales	591	724	+ 133	+ 23%
Gwent	113	136	+ 23	+ 20%
Lancashire	942	1038	+ 96	+ 10%
Humberside	566	609	+ 43	+ 8%
Northumbria	850	887	+ 37	+ 4%
Northamptonshire	468	487	+ 19	+ 4%
South Yorkshire	1027	994	- 33	- 3%
Durham	246	201	- 45	- 18%

Table 1.4 Knife Crime Data by Force Ranked by % change 2017/18

victim and offender. This change has been a large driver in the increase in stalking and harassment offences, with an increase of 84.7% increase in harassment offences between 2017/18 – 2018/19. Within the Harassment crime group, in the same annual period there has been a 142% increase in 'Protection from Harassment' Crimes, 217% increase in 'Pursue Course of Conduct Which Amounts to Stalking' crimes, and a 287% increase in Specific 'Harassment of a Person in Their Home' crimes.

Knife Crime – Gwent Police are recording the lowest figures of knife crime by volume within the MSF group and is 41 of 43 forces for knife crime offences, however The force commissioned an internal problem profile to look specifically at growing concerns of knife crime on a national level. This concluded that almost 60% of all bladed implement offences within

Identifier 1 – Type	2017/18	2018/19	Change	% Change
Bullying/Harassment	998	1545	547	54.8%
Exploitation	4571	628	157	33.3%
Deception/Fraud	39	56	17	43.6%
Other	30	14	-16%	-53.3%
Grand Total				

** Table 1.5 – Computer/Cyber Enabled Crime by theme – 2018/19*

Gwent occur within the home, with almost half of the overall total being a domestic nature. There has been a 3.7% increase of bladed implements in school, two of which have cause injury. Work undertaken through Gwent Police Serious and Organised Crime (SOC) Coordinator, has begun to address gang violence and knife crime with a reach of over 4,500 students receiving informal learning on the risks and dangers of these crimes.

Rape and Sexual Offences

– Nationally, police recorded sexual offences are at their highest volume since the introduction of the National Crime Recording Standard in 2002. During 2018/19 31 officers were trained as Sexual Offence Liaison Officers (SOLO). The 34% increase in these offences do not display a specific geographical problem. During 2018/19, 21% of the rape crimes reported would be classed as historical reports where the offences occurred

			<p>12 months prior to reporting.</p> <p>Cyber Crime – There has been a 45.8% increase in computer/cyber enabled crimes between 2017/18 and 2018/19. There have been 2243 computer/cyber enabled crimes recorded by Gwent Police during the 2018/19 financial year, which accounts for 3.9% of the total recorded crimes during this period. These crimes can be separated into four themes: 'bullying/harassment', 'exploitation', 'deception/fraud', and 'other'. Computer/cyber enabled bullying/harassment offences have increased by 54.8% over the last year with 95.7% of these offences recorded under the category of 'Violence Without Injury' and a further 1.9% recorded as 'Public Order Offences'.</p> <p>At the May SPB the ACC reinforced that the recording of offences changed in April 2018 to include additional recording of stalking and</p>	
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			harassment in addition to the most serious offence also occurring. This has increased the crimes of this type recorded by Gwent police in this year.	

Scrutiny:

At the May SPB it was noted that crime has continued to increase but that this is not an issue only in Gwent but a national picture. The PCC queried the meaning of rape non-crime and it was explained that this is where there is a third party report of crime but that this is not confirmed. It is a crime recording requirement specific to rape cases. Gwent police were commended in the HMICFRS inspection in relation to the recording of sexual offences.

The issue of anti-social behaviour (asb) decreasing and public order increasing was raised by the PCC. He reiterated the importance of dealing with public order offences and as asb continues to be a priority for the public the likelihood of the public viewing public order and asb as one type of issue. The ACC provided reassurance that ASB formed part of the Harassment Act and therefore could be treated as a crime. The PCC stressed the importance of the public understood that concept.

The PCC raised concern in relation to the increase of violence with and without injury. He was provided assurance that extra scrutiny was being placed on these areas. It was believed that recording practice and an increased willingness to report crimes , including those of a domestic abuse type, contributed to the increase.

The PCC recognised the low levels of knife crime in Gwent as well as the approaches being taken by police and partners , included those funded by PCC money, to ensure that it remains low.

The PCC further queried the low levels of cyber enabled crime given that the narrative in the public domain and consequently informs public perception, that cyber crime is more like 40% of all crime. The DCC stated that cyber crime forms part of other offences including harassment and would not always be recorded as cyber crime. It was agreed that this would need to be more clearly expressed in future.

Following conversations on fear-framing messaging on social media, new guidelines were issued to frontline officers to consider when posting on social media.

1.2.2
Youth offending/
Reduction of
reoffending

Youth Offending Rates by Crime Type 2017/18 - 2018/19			
Crime Type	17/18 Total	18/19 Total	Year on Year % Difference
All Other Theft	143	98	- 31.5%
Bicycle Theft	22	10	- 54.6%
Burglary Dwelling	77	56	- 24.7%
Burglary Non-Dwelling	44	41	- 6.8%
Criminal Damage & Arson	689	616	- 10.6%
Drug Offences	133	162	+ 21.8%
Homicide	0	0	0%
Miscellaneous Crimes	157	185	+ 17.8%
Other Sexual Offences	149	145	- 2.7%
Possession of Weapons	39	44	+ 12.8%
Public Order Offences	460	542	+ 17.8%
Rape	61	60	- 1.6%
Rape Report (Non-Crime)	1	6	+ 500%
Robbery	30	37	+ 23.3%
Shoplifting	183	98	- 46.5%
Theft From the Person	14	9	- 35.7%
Vehicle Crime	58	33	- 43.1%
Violence with Injury	531	518	- 2.5%
Violence without Injury	954	1145	+ 20.0%
Total	3745	3805	+ 1.6%

Table 1.6 – Youth Offending Rates by Crime Type over two years

Youth Offending/Arrest Data - Youth offences increased by 1.6% between 2017/18 and 2018/19, however the number of young people committing crimes declined by 1.5% in the same period. Data in youth offending indicates that the number of repeat offenders increased slightly over the two years. Of note is the reduction of young people committing traditional acquisitive offences such as burglary, theft and vehicle crime, which have decreased by 36% between the two years. Of greater concern is the data relating to young people now becoming increasingly involved in more serious crime areas such as drugs, robbery and violent crime, with 13% more crimes being committed in these areas. The knife crime profile previously mentioned, has identified that over the past two years 43% of all knife crime incidents were aged

(2017/18 – 2018/19).

Table 1.7 – FTE data Blaenau Gwent and Caerphilly YOS.

Table 1.7 – First Time Entrant (FTE) BY Police National Computer (PNC) and Youth Offending Service (YOS) by area:

Period	Caerphilly & BG		Monmouth & Torfaen		Newport		YOS Total	
	PNC	YOS	PNC	YOS	PNC	YOS	PNC	YOS
April 16 – March 17	73	81	58	53	61	55	192	189
April 17 – March 18	88	86	54	50	62	76	204	212
Total	161	167	112	103	121	131	396	401

under 25, 41% of those were aged under 18.

Note: Gwent Police and the Youth Offending Service record data at different points to align with respective reporting requirements.

Youth Offending Service (YOS) - One of the Key Performance Indicators (KPI) for the YOS is to reduce the First Time Entrants (FTE's) into the Criminal Justice System. The YJB FTE data is sourced directly from police information held on their databases. When there has been a disproportionate figure being published by the YJB this is having a negative impact on the performance of the YOS. The rest of Wales have reduced their number of FTE's and have produced positive results. In Gwent, between January – December 2017 and January – December 2017, FTE rates reduced across all YOS areas. As the numbers in Gwent has reduced

			<p>significantly over the past 2+ years even the small amount of difference can have a negative impact.</p> <p>The amount of First Time Entrants (FTEs) has decreased within an annual period. Between January and December 2017 220 FTEs were received, similarly, between January and December 2018 147 FTEs were received. The difference in data between Police National Computer (PNC) recorded figures and those identified through YOS remains narrow with 223 and 142 FTEs respectively, identified through the PNC.</p>	
Scrutiny: <p>There has been a reduction in first time entrant rates in Youth Offending Services in Gwent.</p> <p>The discrepancy between PNC and YOS data has been managed as much as it can be without access to PNC information which has been prohibited.</p> <p>The Bureau process has now been reviewed and new processes implemented to provide equity of process across YOS.</p> <p>A representative of the OPCC attends all YOS Local Management Boards. These meetings provide good oversight performance, challenges and future planning. The OPCC is consistently satisfied that the YOS managers and staff continue to provide and develop services to achieve the best outcomes for young people in Gwent and to reduce offending and reoffending among young people which provides benefits for whole communities.</p>				

However, a number of young people are committing repeat and serious offences. An Enhanced Case Management Model was piloted in Caerphilly but funding was not continued. A significant challenge in scaling up the project was the psychological resource requirement of which there is no adequate provision for children and young people in Gwent. The Newport Serious Organised Crime and Early Intervention Youth Projects, funded by the PCC and Home Office, are providing opportunities to pilot interventions targeting children who are involved in or at risk of involvement in serious organised crime or serious violence. The Newport SOC work has been recognised nationally for its good work. An independent evaluation report will be available in the next financial year.

1.3. The provision of effective diversionary schemes to people who might otherwise offend

1.3.1 Number of people accessing women's pathfinder scheme; young people accessing Bureau

Table 1.8– Cases referred by Gwent Police to Bureau (Blaenau Gwent and Caerphilly, Newport, Monmouth & Torfaen Q3 & Q4 inc. totals).

Bureau Outcome	Caerphilly & BG		Monmouth & Torfaen		Newport		YOS Total	
	Q3	Q4	Q3	Q4	Q3	Q4	Q3	Q4
Youth Caution	3	5	0	2	9	0	12	7
Youth Conditional Caution	4	1	11	5	3	1	18	7
No Further Action	0	0	1	2	0	0	1	2
Referred for a CR	2	1	1	3	6	2	9	6
Charged at Court	0	0	0	1	2	0	2	1
IOC Referral for Decision	1	0	0	1	0	0	1	1
Total	10	7	13	14	20	3	43	24

Gwent Bureau: The Gwent Bureau works with children, young people, parent/carers and their victims to prevent reoffending and to divert children and young people away from the criminal justice system. Dealing with some cases without taking them to court has been a long-standing approach within the criminal justice system. Bureau intervention is introduced following failed community resolution interventions such as those offered through Restorative Justice Disposals (RJD). The new Gwent Bureau Protocol was introduced in October 2018. It focuses on community resolutions based on the status of the entrant.

The data outlined in table 1.9, 1.10 and 1.11 indicates

			<p>that young people referred for Bureau outcomes have decreased between Q3 and Q4 periods.</p> <p>Women's Pathfinder Scheme – IOM Cymru's Women's Pathfinder Diversionary programme offers wrap around support to women aimed at diverting them from carrying out offending behaviour. Between April 2018 and March 2019, the Pathfinder scheme received 97 referrals. Of the 97 referrals, 87 assessments were undertaken to identify the level of support and intervention needed. During this period, on average, 88% of women engaged with the scheme at the first appointment. This is slightly higher than the last 6 months of the previous year. In addition, 54 of the 97 referrals successfully completed all of their required session.</p>	
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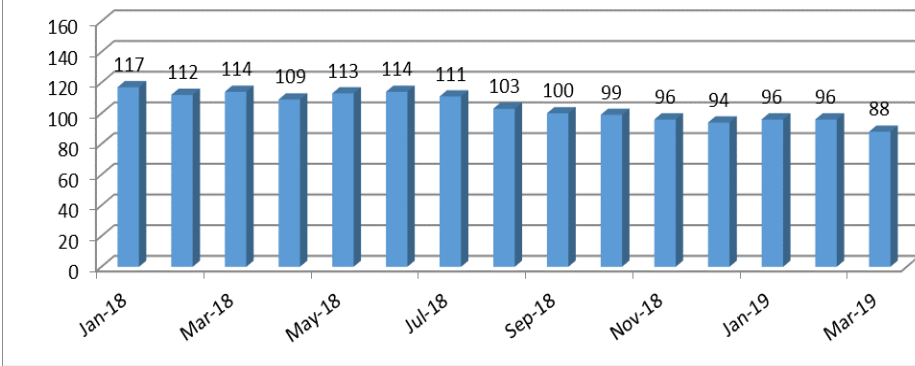
Scrutiny:

The new tender for the Women's Pathfinder Scheme which will include an additional intervention for men age 18-25 years will be implemented in July. The new contract has significantly amended reporting requirements with a more outcomes focus and includes re-offending data. The OPCC monitors the current contract through meetings, receiving reports and case studies and is satisfied that the delivery is effective

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	1.4.2 National Case File Quality Performance	Not reported in Q4	<table><tr><th>File Standard Type</th><th>Gwent</th><th>National</th></tr><tr><td>Magistrates Court (MC)</td><td>28%</td><td>30.5%</td></tr><tr><td>Crown Court (CC)</td><td>44.4%</td><td>41.1%</td></tr><tr><td>Overall</td><td>31.1%</td><td>32.8%</td></tr><tr><td>Days Between Submission & Review (MC)</td><td>10.6</td><td>6.3</td></tr><tr><td>Days Between Submission & Review (CC)</td><td>11</td><td>19.6</td></tr></table> <p>Table 1.6 – File Quality Standards (Gwent Police position benchmarked against the National picture).</p>	File Standard Type	Gwent	National	Magistrates Court (MC)	28%	30.5%	Crown Court (CC)	44.4%	41.1%	Overall	31.1%	32.8%	Days Between Submission & Review (MC)	10.6	6.3	Days Between Submission & Review (CC)	11	19.6	Welsh forces, including Gwent Police, have signed up to a joint Police and CPS action plan Table 1.6 demonstrates that Gwent's current quality standards are almost identical to the national average. There is a clear issue both locally and nationally with the quality of initial files being submitted. Enhanced disclosure requirements are challenging for victims and in the resources required to manage it. Training has been provided for those who will be identified as disclosure champions in order for the force to improve the understanding and approach to disclosure, especially with the unprecedented increase in the use of social media.	
File Standard Type	Gwent	National																					
Magistrates Court (MC)	28%	30.5%																					
Crown Court (CC)	44.4%	41.1%																					
Overall	31.1%	32.8%																					
Days Between Submission & Review (MC)	10.6	6.3																					
Days Between Submission & Review (CC)	11	19.6																					
	1.4.3 Internal measure of file quality e.g. timeliness of file	Not reported in Q4	File quality reports taken from CPS (% based on average): Domestic Abuse Conviction Rate	There is currently no specific measure used internally to judge file quality. This is monitored nationally through																			

	submissions		<p>Q3 average (16/17) – 83.5% Gwent; compared to 75.5% National.</p> <p>Domestic Abuse Conviction Rate Q3 (17/18) – 75.6% Gwent; compared to 76.2% National.</p> <p>Rape Conviction Rate Q3 (16/17) – 54.6% for Gwent, 55.5% for Wales and 58.2% National average.</p> <p>Rape Conviction Rate (17/18) – 55.9% for Gwent; 60.1% for Wales and 58% National average.</p> <p>Sexual Offences rate for Q3 (16/17) – Gwent 80.2%; Wales 76.4%; National 78.9%.</p> <p>Sexual Offences rate for Q3 (17/18) – Gwent 79.6%; Wales 79.1%; National – 80.1%.</p> <p>Domestic Abuse Conviction Rate Q3 average (18/19) Gwent – 80%. National – 76.3%.</p> <p>Rape Conviction Rate Q3 (18/19) – 59.4% for Gwent; 56.5% for Wales and 61.1% National average.</p>	<p>the central governance of the Crown Prosecution Service National File Quality data dashboard. This national performance measure was reported within the Quarter 3 report.</p> <p>The quality standards are closely aligned to the national average. The domestic abuse conviction rate can be attributed to efforts from the force in ensuring appropriate risk assessments and effective safeguarding is put in place. Gwent Police's conviction rate for rape offences has increased and is now above the Welsh average, although still slightly below the national average. The joint police/CPS approach to prosecutions continues to result in cases being progressed through the CJS. The wider crime group of Sexual Offences remains steady with around 80% conviction rate.</p> <p>Both rape and sexual offences continue to show an upward trend. Part of the CID/PPU restructuring</p>	
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				involves an uplift in the investigators dedicated to all areas of vulnerability.	
	1.4.4 Active Risk Management (ARMS) completion rates	ARMS Completion Rate –March 2019 94%	ARMS Completion Rate September 2018- 65.8% ARMS Completion Rate- August 2017- 41%	Increased investment in resource to ensure the appropriate supervision of high risk offenders can be attributed to a significant rise in the completion of ARMS plans. ARMS completion rate is not at an all-time high figure of 94%, having been under 50% at the beginning of the year.	
	1.4.5 MAPPA Performance	 <p>Table 1.12 – Number of RSO MAPPA Offenders Jan 18 – March 19.</p>		The number of MAPPA offenders by the Management of Sexual and Violent Offenders (MOSOVO) department has risen across 2018/19 to 773. The driver behind these increases is due to the rise in recorded crime for sexual offending, and in particular, those offenders sharing and viewing indecent images of children online. Despite the overall rise in MAPPA offenders, those deemed as high risk has fallen slightly to 88.	

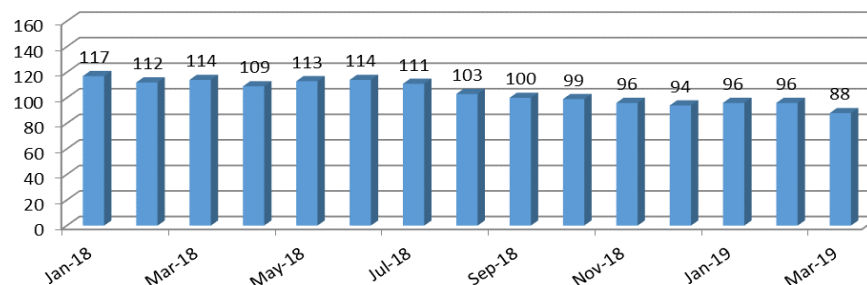


Table 1.13 – Number of High Risk MAPPA Offenders

1.4.6 WISDOM Performance

WISDOM Team manage a cohort of 26, 14 offenders are managed in the community, 9 are currently in custody and 3 are voluntary to the scheme.

The WISDOM team (Welsh Integrated Serious and Dangerous Offender Management) is a co-located offender management unit focusing on reducing harm from domestic abuse perpetrators. It includes Police officers, Police Staff, Probation and other local partners. The WISDOM team manages a cohort of 26 (14 offenders are currently managed in the community, 9 of the cohort are currently in custody and 3 of the cohort are voluntary to the scheme).

Scrutiny:

The HMICFRS Child Protection inspection recognised the good work of the public protection teams and management of serious offenders.

The PCC has previously asked about WISDOM evaluation and at the May SPB was informed that Nottingham Trent University will be doing an

evaluation. Gwent has the highest cohort in Wales and the ACC assured that dedicate resources were in places to manage this group of offenders.

At the March SPB, the PCC requested that the data and narrative provided be improved for this measure, particularly in relation to national case file quality reports.

The PCC was advised that offenders were being brought to justice quickly and by the appropriate means. Gwent Police rank as one of the highest forces in Wales in this area and are in line with the national average. The ACC stated that there are areas for improvement and assured the PCC that the force meets regularly with the Crown Prosecution Service (CPS) to address the issues around quality of disclosure, sharing of evidence and case files. The PCC queried what the percentage of 28% referred to within the CPS table and received confirmation that it was in relation to 28% of files submitted to the CPS that contained an error such as a missing form. The Chief Constable acknowledged that, although the time to get the cases to court was short, there was a possible training requirement for the newer officers on the submission of cases to the CPS.

The PCC recognises that Gwent has a number of schemes managing repeat and serious offenders. The challenges regarding outcomes and impact measurement is not unique to Gwent but is a national issue as MAPPA, MOSOVO and IOM are national programmes.

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1.5. Evidence of positive outcomes, for example, Community Resolutions	1.5.1 Number of community resolutions	Community Resolutions by type 2017/18 and 2018/19:				Community Resolutions by type Q3: Total – 108 All other Theft – 6 Criminal Damage & Arson – 16 Drug Offences – 5 Misc Crimes – 0 Other Sexual Offences – 0 Possession of Weapons – 2 Public Order Offences – 19 Shoplifting – 8 Vehicle Crime – 1 Violence with Injury – 25 Violence without Injury – 26 Community Resolutions 2018/19 – Q1 (79); Q2 (79).	The total number of Community Resolutions being issued within Gwent fell over the two-year period by 13.9% (n=19). The only crime areas where numbers issued increased were Drug Offences, Possession of Weapons, Public Order and Violence without Injury. There has been a significant decrease in the use of Community Resolutions for shoplifting offences, of which there has been 66 less within the annual period. Legislation requirements have changed for Adult Out
		Crime Type	17/18	18/19	Diff.		
		Total	655	564	-91		
		All Other Theft	47	26	-21		
		Burglary Dwelling	5	0	-5		
		Burglary (non)	5	3	-2		
		Criminal Damage & Arson	136	102	-34		
		Drug Offences	35	47	+12		
		Misc. Crimes	5	2	-3		
		Other Sexual Offences	4	2	-2		

		<table><tr><td>Possession of Weapon</td><td>5</td><td>7</td><td>+2</td></tr><tr><td>Public Order Offences</td><td>65</td><td>71</td><td>+6</td></tr><tr><td>Shoplifting</td><td>120</td><td>54</td><td>-66</td></tr><tr><td>Vehicle Crime</td><td>2</td><td>2</td><td>0</td></tr><tr><td>Violence with Injury</td><td>99</td><td>99</td><td>0</td></tr><tr><td>Violence Without Injury</td><td>127</td><td>149</td><td>+22</td></tr></table>	Possession of Weapon	5	7	+2	Public Order Offences	65	71	+6	Shoplifting	120	54	-66	Vehicle Crime	2	2	0	Violence with Injury	99	99	0	Violence Without Injury	127	149	+22		of Court Disposals that places new requirements on Gwent Police. A business case is being developed to provide resources to meet the new requirements. This will provide increased opportunities for the provision of community resolutions and out of court disposals in Gwent.	
Possession of Weapon	5	7	+2																										
Public Order Offences	65	71	+6																										
Shoplifting	120	54	-66																										
Vehicle Crime	2	2	0																										
Violence with Injury	99	99	0																										
Violence Without Injury	127	149	+22																										
	1.5.2 Number of Sexual Harm/Offences Prevention Orders sought/obtained and breaches	2018/19 Data: - 29 SHPOs granted by the Courts 6 breaches of these Orders 30 breaches of notification requirements.		SHPOs are an additional mechanism utilised in the prevention of reoffending by sex offenders. They enable further oversight and mechanisms for recall.																									

1.5.3 Outcomes per crime type	Outcome	Gwent Q3 2018-2019	This areas was reported within the Quarter 3 report. It was explained at that time more work needed to be done to understand the data in this area. As an end of year direct comparison between 17/18 and 18/19 the data will hold no statistical relevance. A significant number of crimes recorded through 18/19 remain open and “live” investigations and therefore have not yet been allocated a finalised outcome category.
	1: Charged/Summonsed	1252	
	2: Youth Caution/Conditional Caution	9	
	3: Adult Caution/Conditional Caution	230	
	4: TIC	5	
	5: Offender has Died	9	
	6: Penalty Notice for disorder	90	
	7: Cannabis Warning	73	
	8: Community Resolution/Youth Restorative Justice	182	
	9: Prosecution not in the public interest	6	
	10: Police - Formal action not in public interest	79	
	11: Named suspect below age of criminal responsibilty	16	
	12: Named suspect too ill to prosecute	8	
	13: Named suspect but victim/key witness deceased or too ill	12	
	14: Victim declines/unable to support action to identify offender	766	
	15: Named suspect, victim supports but evidential difficulties	2237	
	16: Victim withdraws support - named suspect identified	3861	
	17: Suspect identified but prosecution time limit expired	44	
	18: Investigation complete no suspect identified	6108	
	20: Other body agency has investigation primacy	112	
	21: Named suspect, investigation not in the public interest	32	
	Scrutiny:		
There are limitations to the information provided that will need reconsideration in future reporting regarding their appropriateness and value in reporting. It is important to be able to demonstrate relevant criminal justice outcomes for crimes in Gwent. The draft performance framework has been shared with Gwent police for agreement as well as further consideration of particular measures including crime outcomes.			

2. Supporting Victims

2.1. Victims in Gwent are more satisfied with the service they receive	2.1.1 Victim Satisfaction – Overall satisfaction percentages	Victim Satisfaction 2018-2019 Gwent Police Survey Data Overall crime satisfaction - 74% Kept informed - 63% Would report again 92% Domestic Abuse Victims Overall crime satisfaction-90%	Victim Satisfaction 2017-2018 Gwent Police Survey Data Overall crime satisfaction - 79% Kept informed - 64% Would report again- 95% Victim Satisfaction 2016-2017 Overall crime satisfaction - 79.7% Kept informed - 68.9%	The victim satisfaction survey is intended to monitor service delivery and provide an opportunity for direct feedback from victims. When victims do express dissatisfaction there is a 'service recovery' process led by local inspectors to resolve issues. There is also an immediate support pathway to Connect Gwent services if required. ACC Edwards will be leading the force approach to victims and improving victim services and satisfaction in 19/20. In the May SPB, the ACC stated that the Victim's Board had met for the first time a number of decisions were made and a paper will be presented at the next meeting outlining the requirements with a timeline for decision making and delivery.	
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Scrutiny:

The OPCC continue to attend the Victims' Care Group and have supported decision making to enhance strategic oversight and service delivery through a Victims' Board, which will sit above the Victims' Care Group. They have been involved in the mapping of the victim journey, provided

feedback on internal communication plans and monitored plans regarding steps taken to address poor performance in this area. It is expected that the ongoing issue of victims being updated will be addressed through the Victim's Board with strategic oversight and leadership from the ACC and support from the OPCC.

At the May SPB the PCC noted that the majority of victims were happy with the ease of contacting the force but not being provided with updates by the police. The ACC informed that he would be the strategic lead, ensuring that victims were to be kept informed with progress of their case and that a final outcome was communicated to them.

2.2. People in Gwent feel more confident to report crimes and incidences	2.2.1 Victim satisfaction survey % would call again	Victim Satisfaction 2018-2019 Gwent Police Survey Data Would report again 92%	Victim Satisfaction 2017-2018 Gwent Police Survey Data Would report again- 95%																																																														
	2.2.1 Outcome rates by crime type including victim does not support police action	Domestic Abuse Outcomes 18/19: <table><thead><tr><th>Outcome Description</th><th>Total</th></tr></thead><tbody><tr><td>1: Charged</td><td>773</td></tr><tr><td>1: Summoned/postal requisition</td><td>151</td></tr><tr><td>10: Police - formal action not in public interest</td><td>13</td></tr><tr><td>11: Named suspect below age of criminal responsibility</td><td>1</td></tr><tr><td>12: Named suspect too ill to prosecute</td><td>4</td></tr><tr><td>14: Victim declines/unable to support action to identify offender</td><td>94</td></tr><tr><td>15: CPS - named suspect, victim supports but evidential difficulties</td><td>343</td></tr><tr><td>15: Police - named suspect, victim supports but evidential difficulties</td><td>1935</td></tr><tr><td>16: Victim declines/withdraws support - named suspect identified</td><td>3786</td></tr><tr><td>17: Suspect identified but prosecution time limit expired</td><td>31</td></tr><tr><td>18: Investigation complete no suspect identified</td><td>130</td></tr><tr><td>1A: Alternate offence charged</td><td>23</td></tr><tr><td>1A: Alternate offence summonsed/postal requisition</td><td>2</td></tr><tr><td>2: Youth caution</td><td>3</td></tr><tr><td>2: Youth conditional caution</td><td>1</td></tr><tr><td>20: Other body/agency has investigation primacy</td><td>28</td></tr><tr><td>21: Police - named suspect, investigation not in the public interest</td><td>2</td></tr><tr><td>3: Adult caution</td><td>187</td></tr><tr><td>3: Adult conditional caution</td><td>3</td></tr><tr><td>3A: Alternate offence adult caution</td><td>3</td></tr><tr><td>5: Offender has died</td><td>1</td></tr><tr><td>6: Penalty notice for disorder</td><td>8</td></tr><tr><td>7: Cannabis warning</td><td>2</td></tr><tr><td>8: Community resolution</td><td>15</td></tr><tr><td>8: Youth restorative disposal</td><td>17</td></tr><tr><td>9: CPS - prosecution not in public interest</td><td>1</td></tr><tr><td>New</td><td>57</td></tr><tr><td>-</td><td>8</td></tr><tr><td>Total</td><td>7622</td></tr></tbody></table>		Outcome Description	Total	1: Charged	773	1: Summoned/postal requisition	151	10: Police - formal action not in public interest	13	11: Named suspect below age of criminal responsibility	1	12: Named suspect too ill to prosecute	4	14: Victim declines/unable to support action to identify offender	94	15: CPS - named suspect, victim supports but evidential difficulties	343	15: Police - named suspect, victim supports but evidential difficulties	1935	16: Victim declines/withdraws support - named suspect identified	3786	17: Suspect identified but prosecution time limit expired	31	18: Investigation complete no suspect identified	130	1A: Alternate offence charged	23	1A: Alternate offence summonsed/postal requisition	2	2: Youth caution	3	2: Youth conditional caution	1	20: Other body/agency has investigation primacy	28	21: Police - named suspect, investigation not in the public interest	2	3: Adult caution	187	3: Adult conditional caution	3	3A: Alternate offence adult caution	3	5: Offender has died	1	6: Penalty notice for disorder	8	7: Cannabis warning	2	8: Community resolution	15	8: Youth restorative disposal	17	9: CPS - prosecution not in public interest	1	New	57	-	8	Total	7622	The report provided in quarter 3 shows outcomes for overall crime, not broken down by crime type. This was stated in the force performance report as not reported on in quarter 4 “due to the lack of ‘statistical relevance’ and the number of crimes recorded in 18/19 that have not yet been allocated an outcome.” Domestic abuse continues to be a priority for Gwent police. There continues to be efforts made to increase arrests and criminal justice outcomes. The issue of victims not supporting prosecution	
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10: Police - formal action not in public interest	13																																																																
11: Named suspect below age of criminal responsibility	1																																																																
12: Named suspect too ill to prosecute	4																																																																
14: Victim declines/unable to support action to identify offender	94																																																																
15: CPS - named suspect, victim supports but evidential difficulties	343																																																																
15: Police - named suspect, victim supports but evidential difficulties	1935																																																																
16: Victim declines/withdraws support - named suspect identified	3786																																																																
17: Suspect identified but prosecution time limit expired	31																																																																
18: Investigation complete no suspect identified	130																																																																
1A: Alternate offence charged	23																																																																
1A: Alternate offence summonsed/postal requisition	2																																																																
2: Youth caution	3																																																																
2: Youth conditional caution	1																																																																
20: Other body/agency has investigation primacy	28																																																																
21: Police - named suspect, investigation not in the public interest	2																																																																
3: Adult caution	187																																																																
3: Adult conditional caution	3																																																																
3A: Alternate offence adult caution	3																																																																
5: Offender has died	1																																																																
6: Penalty notice for disorder	8																																																																
7: Cannabis warning	2																																																																
8: Community resolution	15																																																																
8: Youth restorative disposal	17																																																																
9: CPS - prosecution not in public interest	1																																																																
New	57																																																																
-	8																																																																
Total	7622																																																																

			<p>continues to be a significant challenge. There is also more careful consideration of victimless prosecution. The issue of individual body worn camera equipment provides further opportunity for evidence. Officers have been requested to use body worn cameras for all domestic abuse incidents.</p> <p>It is not possible or appropriate for criminal justice outcomes such as court outcomes to be achieved for all cases. For child sexual exploitation cases all children will be discussed at a police organised multi-agency meeting to ensure that all possible support and protection is provided to some of the most vulnerable children and young people in Gwent. This approach was focused in the East area of the force and mainly Newport but there are now consistent processes and criteria for both areas which has led to an increased identification and reponse to more children at risk.</p>	
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Scrutiny:

Scrutiny of force performance relating to all outcomes by crime type could not be undertaken due to the information not being provided.

Previous scrutiny of challenges in achieving outcomes, evidential difficulties has been considered and action is being taken through the single issue of Body Warn Video for all front line police officers.

The OPCC monitor outcomes for victims through OEEB, Vulnerability, and Coercive Control groups. At the Vulnerability meeting further monitoring has taken place of the support and management of victims of exploitation, domestic abuse, modern slavery and stalking. Dealing with domestic abuse and sexual offences and supporting victims of these crimes continues to be a priority and an area with significant OPCC monitoring. The crisis team continue to provide additional early support through first point of contact for repeat and high risk victims. The OPCC also sit on the Independent Domestic Violence Advocate (IDVA) steering group to have oversight of the service provided to high risk victims. The PCC provides 50% of the funding required for the delivery of the IDVA service.

2.3. Victims in Gwent experience fewer repeat incidences and crimes	2.3.1 Repeat victims of crime/ASB and specifically hate crime	Crime Category	Gwent 2018-19	Change Against Gwent Quarterly Average (%)	Crime Category	17/18 Total	Gwent police processes and systems are better able to identify repeat victims. A significant percentage of criminal damage violence without injury crimes are domestic abuse-related crimes. There are processes in place from first point of contact through to multi-agency strategy discussions to support repeat victims and specifically domestic abuse victims. Vulnerable repeat victims of asb and crime will be considered through a multi-agency section 115	
		All Other Theft	155	+11%	All Other Theft	144		
		Burglary-Dwelling	106	+17%	Burglary-Dwelling	106		
		Burglary-non dwelling	30	+9%	Burglary-non dwelling	30		
		Criminal Damage & Arson	644	+6%%	Criminal Damage & Arson	638		
		Rape	23	+1%	Rape	22		
		Other Sexual	32	-1%	Other Sexual Offence	33		

		<table><tr><td>Offence</td><td></td><td></td></tr><tr><td>Public Order Offences</td><td>605</td><td>+318%</td></tr><tr><td>Robbery</td><td>11</td><td>+8%</td></tr><tr><td>Vehicle Crime</td><td>88</td><td>+4%%</td></tr><tr><td>Violence with Injury</td><td>288</td><td>+88%</td></tr><tr><td>Violence without Injury</td><td>2030</td><td>+895%</td></tr><tr><td>TOTAL</td><td></td><td></td></tr></table>	Offence			Public Order Offences	605	+318%	Robbery	11	+8%	Vehicle Crime	88	+4%%	Violence with Injury	288	+88%	Violence without Injury	2030	+895%	TOTAL			<table><tr><td>Public Order Offences</td><td>287</td></tr><tr><td>Robbery</td><td>3</td></tr><tr><td>Vehicle Crime</td><td>88</td></tr><tr><td>Violence with Injury</td><td>288</td></tr><tr><td>Violence without Injury</td><td>1135</td></tr><tr><td>TOTAL</td><td></td></tr></table>	Public Order Offences	287	Robbery	3	Vehicle Crime	88	Violence with Injury	288	Violence without Injury	1135	TOTAL		meeting.. All hate crime and incident victims will be offered a Hate Crime Support Officer for an enhanced support service. There are also multi-agency meetings organised if it is required. Brexit tensions continue to add pressure in this area.	
		Offence																																				
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Repeat Victims of Hate Crime Year to Date – Q1 to Q3 2018/19		Repeat Victims of Hate Crime – Full Year 2017/18																																				
132 (+25%)		105																																				
2.3.2 Arrest and voluntary attendance rates		<table><tr><th>Crime Type</th><th>18/19 Total</th><th>17/18 Total</th><th>% Difference</th></tr><tr><td>All Other Theft</td><td>55</td><td>64</td><td>- 14.1%</td></tr><tr><td>Bicycle Theft</td><td>1</td><td>1</td><td>0%</td></tr><tr><td>Burglary Dwelling</td><td>105</td><td>140</td><td>- 25.0%</td></tr><tr><td>Burglary Non-Dwelling</td><td>76</td><td>73</td><td>+ 4.1%</td></tr><tr><td>Criminal Damage & Arson</td><td>421</td><td>335</td><td>+ 25.7%</td></tr><tr><td>Drug Offences</td><td>444</td><td>420</td><td>+ 5.7%</td></tr><tr><td>Homicide</td><td>5</td><td>3</td><td>+ 66.7%</td></tr></table>	Crime Type	18/19 Total	17/18 Total	% Difference	All Other Theft	55	64	- 14.1%	Bicycle Theft	1	1	0%	Burglary Dwelling	105	140	- 25.0%	Burglary Non-Dwelling	76	73	+ 4.1%	Criminal Damage & Arson	421	335	+ 25.7%	Drug Offences	444	420	+ 5.7%	Homicide	5	3	+ 66.7%	At the May SPB the ACC provided assurance that arrests were being made of the most serious of crimes where evidentially possible. Gwent police processes and systems are better able to identify repeat victims. A significant percentage of criminal damage violence without injury crimes are domestic abuse-related			
		Crime Type	18/19 Total	17/18 Total	% Difference																																	
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Miscellaneous Crimes	241	204	+ 18.1%
Non Notifiable Offences	856	1037	- 17.5%
Other Sexual Offences	123	128	- 3.9%
Possession of Weapons	84	69	+ 21.7%
Public Order Offences	400	370	+ 8.1%
Rape	126	97	+ 29.9%
Road Traffic	188	12	+ 1467%
Robbery	55	64	- 14.1%
Shoplifting	222	262	- 15.3%
Theft From the Person	46	39	+ 17.9%
Vehicle Crime	95	85	+ 11.8%
Violence with Injury	501	363	+ 38.0%
Violence without Injury	1706	1174	+ 45.3%
Other	588	628	- 6.4%
Total	6338	5568	+ 13.8%
Total as % of Crime	11.0%	17/18 Total	-0.4%

Number of Persons Arrested**Voluntary Attendance Rates**

Quarter	18/19 Total	17/18 Total	% Difference
Q1	1018	966	+ 5.4%

crimes. There are processes in place from first point of contact through to multi-agency strategy discussions to support repeat victims and specifically domestic abuse victims. Vulnerable repeat victims of asb and crime will be considered through a multi-agency section 115 meeting. All hate crime and incident victims will be offered a Hate Crime Support Officer for an enhanced support service. There are also multi-agency meetings organised if it is required. Brexit tensions continue to add pressure in this area.

			Q2	1053	1034	+ 1.8%																							
			Q3	934	921	+ 1.4%																							
			Q4	860	927	- 7.2%																							
			Total	3865	3848	+ 0.4%																							
Scrutiny:																													
Following the previous SPB in March and scrutiny of the force understanding of vulnerable repeat victims there has been action taken to improve the identification of repeat victims which will enable officers to identify vulnerable repeat victims locally to support action planning and safeguarding where required.																													
2.4. Successful outcomes from the provision of a victim support services provided through Connect Gwent	2.4.1 Four Ministry of Justice outcome areas	Ministry of Justice Outcomes 2018/19	This is a new data requirement and therefore no appropriate baseline is available.				Positive outcomes, for victims of crime accessing Connect Gwent, have been achieved by focusing and tailoring services and support to the specific and individual support needs of each victim.																						
			<table><tr><th>Outcome</th><th>Improved</th><th>No Change</th><th>Declined</th></tr><tr><td>Improved health and wellbeing</td><td>526</td><td>100</td><td>4</td></tr><tr><td>Better able to cope with aspects of everyday life</td><td>509</td><td>62</td><td>5</td></tr><tr><td>Increased feelings of safety</td><td>527</td><td>102</td><td>11</td></tr><tr><td>Better informed and empowered to act</td><td>575</td><td>71</td><td>4</td></tr></table>				Outcome	Improved	No Change	Declined	Improved health and wellbeing	526	100	4	Better able to cope with aspects of everyday life	509	62	5	Increased feelings of safety	527	102	11	Better informed and empowered to act	575	71	4	Connect Gwent is able to support victims to be better informed and empowered to act by supporting them to navigate and understand the criminal justice system and supporting victims to identify options available to them including other support within their communities.		
Outcome	Improved	No Change	Declined																										
Improved health and wellbeing	526	100	4																										
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							Connect Gwent will continue to strive towards improving outcomes for those victims accessing the service. This will include further training for staff to better equip them to																						

				assess individual victim's needs, develop unique support plans for each victim that are focused on achieving specified outcomes as directed by victims. In order to improve outcomes for victim Connect Gwent will continue to collate and analyse feedback from victims to identify areas in need of improvement as well as what has worked for victims so that this can be shared and spread across the service.																					
Scrutiny:																									
The OPCC have supported the induction of the new Connect Gwent Coordinator and requested that the review of victims services include the Connect Gwent provision . There continues to be an issue of volume demand that limits the provision of more in-depth support. The PCC will be taking a role in the development of a new service specification for the next contract of Connect Gwent.																									
2.5. Having a better understanding of victim needs so that they receive a consistent and quality service from all	2.5.1 Number of MARAC referrals	<table><tr><th colspan="2">Number of MARAC Referrals 2018/19</th><th>% Difference</th></tr><tr><td>Initial</td><td>792</td><td></td></tr><tr><td>Repeat</td><td>277</td><td></td></tr><tr><td>TOTAL</td><td>1069</td><td>+79%</td></tr></table>	Number of MARAC Referrals 2018/19		% Difference	Initial	792		Repeat	277		TOTAL	1069	+79%	<table><tr><th colspan="2">Number of MARAC Referrals 2017/18</th></tr><tr><td>Initial</td><td>459</td></tr><tr><td>Repeat</td><td>136</td></tr><tr><td>TOTAL</td><td>595</td></tr></table>	Number of MARAC Referrals 2017/18		Initial	459	Repeat	136	TOTAL	595	Due to the increase in domestic abuse training in Gwent Police and with partners compliance in all areas of domestic abuse recording and referral has increased year on year. This is particularly noticeable in referrals to MARAC. Over half referrals are from police.	
Number of MARAC Referrals 2018/19		% Difference																							
Initial	792																								
Repeat	277																								
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TOTAL	595																								

agencies involved in providing support																																																												
	2.5.2 Missing children and repeats		<table><tr><th colspan="4">Missing Children Occurrences 2017/18 / 2018/19</th></tr><tr><th>Quarter</th><th>18/19 Total</th><th>17/18 Total</th><th>% Difference</th></tr><tr><td>Q1</td><td>1297</td><td>1072</td><td>+21.0%</td></tr><tr><td>Q2</td><td>905</td><td>1105</td><td>-18.1%</td></tr><tr><td>Q3</td><td>655</td><td>894</td><td>-26.7%</td></tr><tr><td>Q4</td><td>884</td><td>817</td><td>+8.2%</td></tr><tr><td>Total</td><td>3741</td><td>3888</td><td>-3.8%</td></tr></table> <table><tr><th colspan="4">Repeat Missing Children 2017/18 / 2018/19</th></tr><tr><th>Quarter</th><th>18/19 Total</th><th>17/18 Total</th><th>% Difference</th></tr><tr><td>Q1</td><td>158</td><td>155</td><td>+1.9%</td></tr><tr><td>Q2</td><td>134</td><td>139</td><td>+3.1%</td></tr><tr><td>Q3</td><td>94</td><td>123</td><td>-23.5%</td></tr><tr><td>Q4</td><td>127</td><td>110</td><td>+15.5%</td></tr><tr><td>Total</td><td>513</td><td>518</td><td>-1%</td></tr></table>	Missing Children Occurrences 2017/18 / 2018/19				Quarter	18/19 Total	17/18 Total	% Difference	Q1	1297	1072	+21.0%	Q2	905	1105	-18.1%	Q3	655	894	-26.7%	Q4	884	817	+8.2%	Total	3741	3888	-3.8%	Repeat Missing Children 2017/18 / 2018/19				Quarter	18/19 Total	17/18 Total	% Difference	Q1	158	155	+1.9%	Q2	134	139	+3.1%	Q3	94	123	-23.5%	Q4	127	110	+15.5%	Total	513	518	-1%	The number of children being reported missing has decreased year on year by 3.8%. This is in large due to the positive work by the Missing Persons Team and Operation Quartz (CSE Police Team). Newport continues to report the highest numbers of incidents, accounting for 43% of the total. 5 children per month account for around 16% of total incidents. These children are known to and provided with supported from a range of partners.
Missing Children Occurrences 2017/18 / 2018/19																																																												
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	2.5.3 Number DVPOs of	Domestic Violence Protection Notices and Protection Orders by 2018-19 DVPN Yearly Total – 71 DVPO Yearly Total – 52	Domestic Violence Protection Notices and Protection Orders by 2017-18 DYPN Yearly Total- 8 DVPO Yearly Total- 9	As part of the emphasis placed by Gwent Police on supporting victims the range of options for interventions have been reinforced including DVPN/O and as a result has increased. The Superintendents responsible for authorising the applications have had training and this has improved quality.																																																								

				<p>A Domestic Abuse Protection Notice will provide victims with space and time to consider what action they may wish to take following an incident. It prevents a perpetrator from contacting a victim for a 48-hour period. In that time, a Domestic Abuse Protection Order will be applied for to provide conditions and safeguard a victim for a longer period, normally 14-21 days.</p> <p>Gwent Police recognised that they had not been utilising the protection orders and notices to safeguard victims as much as they should. Officers across the force have been provided with training during this year and training for supervisors will be delivered in Q4. This has led to a significant increase in the use of both DVPO/N.</p>	
Scrutiny <p>The PCC recognises the improvements in the identification, understanding and support for high risk victims of domestic abuse through MARAC and missing young people. He has visited the Missing Hub and met with people who have used the services.</p> <p>The OPCC have been working with the police to negotiate shared costs for a MARAC coordinator to improve the management of the increasing MARAC numbers. This has been a significant challenge but it has been achieved.</p>					

OPCC and Gwent Police are working together to raise the profile of Connect Gwent and improve some of its internal and external communications channels.

3. Community Cohesion

3.1. The people of Gwent have an improved level of confidence in policing, are safer, feel safer and are more empowered and more cohesive	3.1.1 Public Confidence %	See 1.1.1 in Crime Prevention Section.			
3.2. Our communities agree that they are being consulted and their voices are being heard 3.3.	3.2.1 Numbers engaged and consulted with 3.3.1 Feedback from the IAG and public comment	2018/19 Community engagement Data Social Media Desk-24,771 inbound messages 120 police cadets 24 Heddlu Bach schools 14 crime prevention panels	Social Media desk is new so no baseline 18,000 people completed Your Voice surveys 2017-18 .2017/18 8 crime prevention panels	A new Citizens in Policing role was created this year to encourage wider take up through increased opportunities for the public to engage in Gwent Police' through volunteering and active citizenship. A review of Your Voice has taken place which fund limited purpose and	

Evidence that we are accessible to all and that we have listened to and responses to the views of our communities		2.1 million Website page views 306 Ride Alongs		<p>effectiveness for staff and the public. A trial was run in Blaenau Gwent to set local priorities. This has enabled the providing of local information to local people to make informed decisions to prioritise issues in the community. The problem solving responses have also been enhanced and will include local people.</p> <p>Gwent Police reviewed its Facebook presence and are establishing how best to ensure local Facebook groups are engaged with local content and vice versa. Ward officers have been increasing use of local community Facebook groups.</p> <p>The new social media desk was launched in December as an additional communications channel for people to report non-urgent issues at a time and place convenient to them, 24/7. This has enabled people to access the service that might not have otherwise. This has included disabled people and victims of domestic abuse</p>	
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				<p>who struggled to access the service for different reasons.</p> <p>Prior to this, Twitter takeovers by departments were designed to increase interaction.</p>	
Scrutiny:					
<p>The Deputy PCC sits on the Citizens in Policing Board monitoring many aspects of community engagement through volunteering and community participation. The PCC hosted the Children's Commissioner's visit to Gwent who commended the force and PCC on the Heddlu Bach scheme and particularly how it enables some hard to reach communities to engage with the police service in a positive way.</p> <p>In the February Service Improvement Board, when reviewing the corporate communications options paper, the Chief Executive Officer drew attention to the importance of an effective communications team structure in order to build public confidence.</p> <p>Decision Log no. 2018/049 – the 2017/2018 Annual Report for Force Corporate Communications was accepted by the PCC with the caveat that the format and content was revised for 2018/19 in order to properly meet monitoring requirements. This requirement has been reiterated to the Chief Constable and his team following feedback from the Police and Crime Panel during the precept setting process.</p> <p>The Head of Communications and Engagement attends the Engaged Communities and Public Confidence meeting and continues to monitor changes to the local priority setting process. Questions have been asked about how the force will ensure hard-to-reach communities are involved in the process and responsibilities relating to the new newsletters.</p> <p>The Head of Communications and Engagement for the OPCC has been working very closely with the Gwent Police Communication Team, including the interim Head, to enhance the performance and effectiveness of the team to be both positively challenging and supportive. The joint communications and engagement strategy has been updated and the action plan below scrutinised the two teams are working together on a number of communications and engagement pieces of work, including highlighting the role of the rural crime team.</p> <p>Questions were asked throughout Q3 on the Station Enquiry Officer review, both in formal estates meetings and informally, and its implementation at the start of Q4. The office scrutinised the move into the Abergavenny one stop shop in the monthly estates meetings and via site visits. The OPCC was also supportive of the transition and has helped capture data for a 'lessons learnt' document to refine processes for future changes to provision elsewhere. This has been further questioned that the monitoring of the Abergavenny provision continues for effectiveness and</p>					

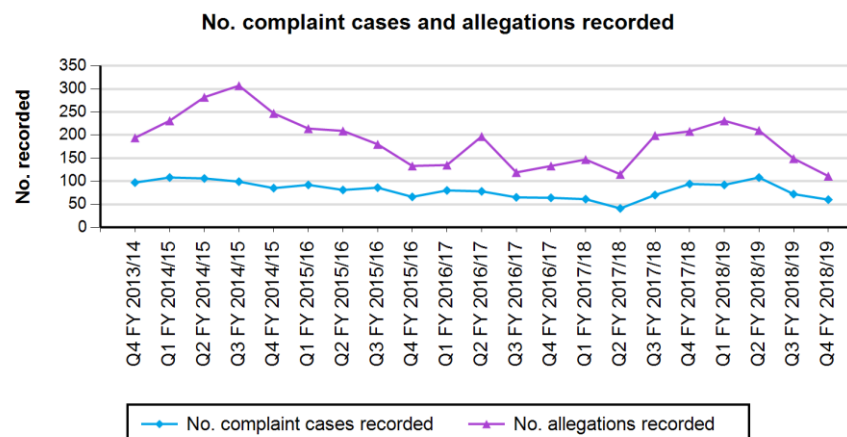
accessibility.

The PCC has scrutinised 101 waiting times and the impact that the new social media desk is having on the 101 service. 24% of social media enquires say they wouldn't have reported an issues without it. In addition to this, the social media guidance for staff has been looked at, as has a draft paper for the future direction of social media at Gwent Police.

The OPCC also helped to plan and deliver the force open days in 2018 and 2019. The OPCC has also scrutinised and liaised with the force over its attendance at community events in the summer.

<p>3.4. Evidence that Gwent Police has a healthy value led workforce that truly represents the communities it serves</p>	<p>3.4.1 BAME and disadvantaged communities recruitment and workforce representation</p>	<p>Black and Ethnic Minority: -</p> <ul style="list-style-type: none"> • Gwent Police has a visible population of 3.9%. • Police Officers - Visible BAME representation increased from 1.5% to 2.2%. • Police Staff – Visible BAME representation increased from 1% to 1.4%. • CSOs – Visible BAME representation increased from 3.8% to 4.7%. <p>Sexual Orientation: -</p> <ul style="list-style-type: none"> • The LGB workplace population has increased from 0.80% to 2.6%. • Non-disclosure has reduced from 78% to 58%. <p>Disability: -</p> <ul style="list-style-type: none"> • 14% of the workforce have not disclosed whether they have a disability. <p>Rates of disabled officers and</p>	<p>Baseline data has not been made available</p>	<p>The data outlines the results of a 3-year analysis of the workforce as carried out by the force equality network. This was to better understand progress and gaps in relation to representation across Protected Characteristics.</p> <p>Although BAME representation is lowest among staff, the greatest risk to legitimacy posed by BAME under-representation is with Police Officers. The Positive Outreach workers engages with and raises awareness of Gwent Police recruitment opportunities to BAME and Impoverished members of the Gwent communities.</p> <p>There are no definitive figures relating to sexual orientation within the wider</p>	
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		staff have remained constant over a 3 year period (2% and 4% respectively).		population so it is difficult to ascertain whether the workforce is currently representative. Plans are in place to continue to increase workforce representation, predominantly through the Positive Action Outreach worker.																																						
<table><tr><td>PAY QUARTILES</td><td>UP/DOWN</td><td>2018</td><td>2018</td><td>2017</td><td>2017</td></tr><tr><td></td><td></td><td>% FEMALE</td><td>% MALE</td><td>% FEMALE</td><td>% MALE</td></tr><tr><td>Top Quartile</td><td>↑</td><td>27.4</td><td>72.6</td><td>25.3</td><td>74.7</td></tr><tr><td>Upper Middle Quartile</td><td>↑</td><td>36</td><td>64</td><td>34</td><td>66</td></tr><tr><td>Lower Middle Quartile</td><td>↑</td><td>57.7</td><td>42.3</td><td>54.2</td><td>45.8</td></tr><tr><td>Lower Quartile</td><td>↓</td><td>57.5</td><td>42.5</td><td>62.3</td><td>37.7</td></tr></table>					PAY QUARTILES	UP/DOWN	2018	2018	2017	2017			% FEMALE	% MALE	% FEMALE	% MALE	Top Quartile	↑	27.4	72.6	25.3	74.7	Upper Middle Quartile	↑	36	64	34	66	Lower Middle Quartile	↑	57.7	42.3	54.2	45.8	Lower Quartile	↓	57.5	42.5	62.3	37.7	Gender Pay Gap Reporting: Between 2017 and 2018 female representation in the top, upper middle and lower middle pay quartiles of all police personnel has increased. Both mean and median pay gaps for police staff has improved. Gwent police has a female support network (Gwent Women in Policing), whose efforts continue to encourage officers and staff to challenge processes to ensure they are fair and inclusive.	
PAY QUARTILES	UP/DOWN	2018	2018	2017	2017																																					
		% FEMALE	% MALE	% FEMALE	% MALE																																					
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		PSD Recorded Complaints and Allegations			After a slight upward trend in complaints that peaked in quarter 2 of this year, numbers have decreased. Gwent manages complaints in a timely and appropriate way and compares well with other forces. Local arrangements in the																																					



Conduct Cases 2018/19

Q4-6
Q3- 10
Q2-10
Q1-11

Conduct Cases 17/18

Q4-5
Q3-14
Q2-13
Q1-11

LPA's have been developed to improve local, timely service recovery when possible.

Neglect continues to be the largest category and generally relates to victim contact and information. This is consistent with satisfaction surveys results.

The Independent Office for Police Conduct (IOPC) reports for the year to date evidence some good results for timeliness with 95% of cases recorded in 10 days (.). The Head of Professional Standards Department previously attributed this to having the lower tier complaints recorded at a local level. The number of allegations per 1000 recorded employees are in the top 25% of forces. The Head of PSD attributed this to recording unresolved complaints earlier than other force PSDs in order to remain within the recommended 10 day recording deadline.

Work is still needed to be

				done to understand the ethnicity of complainants and the 'proportionality' challenge that may exist.	
	3.4.2 Occupational Health referrals		<p>Number of OHU referrals</p> <p>2018/19 Financial Year</p> <p>Average OH referrals March 2018 – 15 Average OH referrals March 2019 – 26</p>	<p>Referrals into the Occupational Health Unit are now an embedded part of the recent Attendance management training.</p> <p>There has been a steady upward trend throughout the year with the lowest in May 2018 (15), and the highest in June 2018 (38), between which these more than doubled within a month.</p>	
	3.4.3 Absence rates		<p>Average number of absences - Officers</p> <p>2018/19 Financial Year</p>	<p>Absence figures were on an upward trend through the first half of 2018/19 before improving at the end of the year. Attendance management training commenced in February 2019 and 80% of all supervisors have been trained.</p> <p>During the year, a Wellbeing Communication Plan was designed to promote and</p>	

		<p>Police Officers – Average absence April 2018 – 54 Police Officers – Average absence March 2019 - 50</p> <div><p>Average number of absences - Staff</p><table border="1"><thead><tr><th>Month</th><th>Average number of absences</th></tr></thead><tbody><tr><td>APR</td><td>33</td></tr><tr><td>MAY</td><td>30</td></tr><tr><td>JUN</td><td>36</td></tr><tr><td>JUL</td><td>41</td></tr><tr><td>AUG</td><td>38</td></tr><tr><td>SEPT</td><td>40</td></tr><tr><td>OCT</td><td>39</td></tr><tr><td>NOV</td><td>45</td></tr><tr><td>DEC</td><td>37</td></tr><tr><td>JAN</td><td>47</td></tr><tr><td>FEB</td><td>43</td></tr><tr><td>MAR</td><td>38</td></tr></tbody></table><p>2018/19 Financial Year</p></div> <p>Police Staff – Average absence April 2018 – 33 Police Staff – Average absence March 2019 – 38</p>	Month	Average number of absences	APR	33	MAY	30	JUN	36	JUL	41	AUG	38	SEPT	40	OCT	39	NOV	45	DEC	37	JAN	47	FEB	43	MAR	38	<p>embed all aspects of Wellbeing. The post of Wellbeing Officer was created and they drive all Wellbeing activity across the force.</p>	
Month	Average number of absences																													
APR	33																													
MAY	30																													
JUN	36																													
JUL	41																													
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OCT	39																													
NOV	45																													
DEC	37																													
JAN	47																													
FEB	43																													
MAR	38																													
	<p>3.4.4 Number of complaints</p>	<p>Number of Complaints March 2018 – 35 Number of Investigations March 2018 – 35 Number of Complaints March 2019 – 10 Number of Investigations March 2019 – 41</p> <p>Length of Investivations: -</p> <p>Under 30 days – 190 31-60 days – 67 61-90 days 31</p>		<p>The number of complaints reduced from 35 in March 2018, to 10 in March 2019. On a national level we locally resolve (LR) a lower percentage of cases than many forces and as a result conduct a higher percentage of investigations.</p> <p>There has been a number of Withdrawals from investigations over the past 12 months, this has been due</p>																										

		91-120 days 11 Over 120 days - 24		<p>to two main factors. Firstly, due to a change of staff and processes when dealing with performance complaints, secondly – the introduction of Body Worn Video, which has enabled Sergeants to show the complainant the footage of the incident.</p> <p>The ratio of allegation categories has remained relatively consistent year on year, with Neglect of Duty remaining by far the biggest category for complaints. Whilst Neglect can be a catch all for allegations that do not fit within the other available options, in general terms, complainants were unhappy with poor quality of service provided, failure to investigate, being kept informed and failure to contact.</p>	
3.5 The community agrees that substance misuse, organised crime & terrorism	3.5.1 Communications Strategy Monitoring.	See 4.8.4 in ASB section below.			

are being dealt with effectively					
Scrutiny:					
<p>At the People and Diversity Board the Chief Executive Officer requested that the gender pay gap be reported in the performance report. She noted that there was a gender pay gap but that improvements have been made and will likely continue if the numbers of women entering the force can be supported to achieve promotion especially noting that more sergeants and inspectors were needed to address the gap.</p> <p>The PCC noted that absence rates remained high but have started to reduce in the May SPB. It was noted that a formal update and presentation had previously been agreed to be provided at the June Police and Crime Panel with a focus on absence management.</p> <p>The OPCC continues to monitor activity that has been put in place to improve absence rates and staff well-being. It is understood that the benefits of this have been already noted in the First Point of Contact team but not as much as hoped in other departments. One of the most significant issues is demand on front line police officers. The increase in police officers is expected to improve this picture, but will take some time. This is partly due to the length of time a new officer takes to be trained and provided with the full skills, knowledge and confidence to perform all areas of the job independently. The issue of PTSD among officers has made national news</p> <p>Following SPB in March, the OPCC requested an explanation for the differences between the breakdowns of complaint allegations. The Head of PSD informed that: "The figures you are looking at relate to allegations rather than complaints (one complaint can be made up of a number of allegations). As a result, one complaint about arrest/detention naming lots of officers can skew the figures for any of the categories over a quarter. This is just normal variance in the figures and not something we are seeing as a trend."</p> <p>Scrutiny of Complaints</p> <p>At the May SPB The Chief Executive thanked the DCC for bringing the IPOC and PSD reports together. It was noted that there are consistent messages in victims satisfaction and complaints and that communication and information to the victims needs to be improved.</p> <p>The OPCC monitors performance of the Public Response Unit alongside PSD performance in relation to low level dissatisfaction matters rather than formal complaints.</p> <p>The OPCC dip samples force complaints as part of the scrutiny and monitoring role.</p>					

3.6. Work with partners to reduce the harm associated with hate incidents	3.6.1 Reduction in hate crimes and incidences, and repeat incidences	Hate Crime Incidences 2018/19 Q3: 223 Hate Crime Repeat Victims 2018/19 Q3: 18	Hate Crime Incidences Two-Year Rolling Average: 222 Hate Crime Repeat Victims Two-Year Rolling Average: 21	<p>The five local authorities in Gwent each have multi-agency forums that are supported by the Gwent Police Diversity & Inclusion team. These forums discuss repeat and vulnerable victims of hate crime, identify any victims that may benefit from case-handling meeting and forward details to local CADROs for discussion.</p> <p>Gwent Police have roughly 30 Hate Crime Support Officers that receive referrals for every hate crime victim. The force continues to monitor hate crime through the regular hate crime meeting, which is used to track any patterns or offending trends.</p>	
	3.6.2 Outcome rates for Hate Crime	Outcome Rates for Hate Crime 2018/19 Q3: CO1 Charged/Summonsed: 10 CO2 Youth Caution/Conditional Caution: 0 CO3 Adult Caution/Conditional Caution: 4 CO8 Community Resolution/	Outcome Rates for Hate Crime Two-Year Quarterly Average: CO1 Charged/Summonsed: 21 CO2 Youth Caution/Conditional Caution: 1 CO3 Adult Caution/Conditional Caution: 3 CO8 Community Resolution/	<p>Few hate crimes have been disposed of through community resolutions. The force accept that community resolutions can often yield positive results for all involved, but would like to better understand how Restorative Justice (RJ) is used and its efficacy. They have trained ten Hate Crime Support Officers in RJ to</p>	

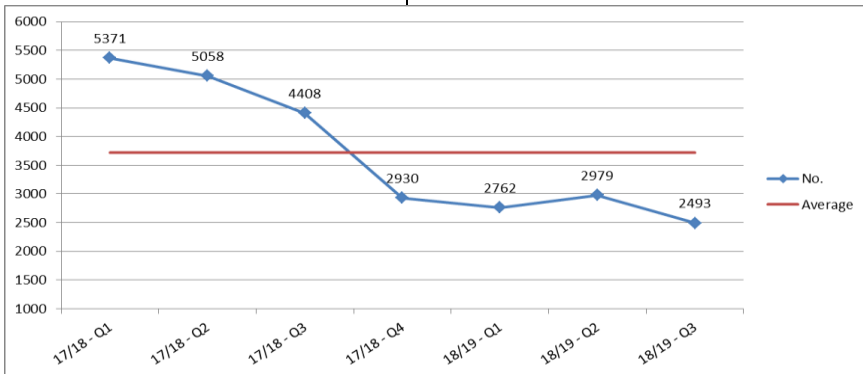
		<p>Youth Restorative Justice: 6</p> <p>CO10 Police – Formal Action Not in the Public Interest: 0</p> <p>CO11 Named Suspect Below Age of Criminal Responsibility: 1</p> <p>CO14 Victim Declines/Unable to Support Action to Identify Offender: 20</p> <p>CO15 Named Suspect, Victim Supports but Evidential Difficulties: 32</p> <p>CO16 Victim Withdraws Support – Named Suspect Identified: 63</p> <p>CO18 Investigation Complete No Suspect Identified: 45</p> <p>CO20 Other Body Agency Has Investigation Primacy: 2 (Data Provided reflects Q3 Outcomes and, where recorded as 0, is included for comparison with baseline)</p> <p>Court Outcome Rates for Hate Crime 2018/19 Q3:</p>	<p>Youth Restorative Justice: 3</p> <p>CO10: Police – Formal Action Not in the Public Interest – 1</p> <p>CO11 Named Suspect Below Age of Criminal Responsibility: 1</p> <p>CO14 Victim Declines/Unable to Support Action to Identify Offender: 14</p> <p>CO15 Named Suspect, Victim Supports but Evidential Difficulties: 38</p> <p>CO16 Victim Withdraws Support – Named Suspect Identified: 63</p> <p>CO18 Investigation Complete No Suspect Identified: 57</p> <p>CO20 Other Body Agency Has Investigation Primacy: 1</p> <p>Court Outcome Rates for Hate Crime 2017/18 Q3:</p> <p>Gwent - 85.9% Wales - 86.2% National - 84.4%</p>	<p>assist with this aim.</p> <p>The force have provided 'considerable investment' into court outcome rates for hate crimes and have committed to providing every victim of hate crime with access to a Hate Crime Force Officer. The attrition rate of hate crime, particularly disability hate crime, remains a topic for debate at the hate crime support meeting. However, Gwent Police conviction rates sit above both the Welsh and national average.</p>	
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		Gwent - 86.3% Wales - 83.9% National - 84.3%			
Scrutiny: It was noted that as per the previous Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection, the services provided to victims of hate crime continue to be of a high standard. The PCC recognised the significant performance and the particularly comprehensive performance reporting for hate crime. The OPCC is able to comprehensively monitor performance not only through the SPB reports but also the Gwent Hate Crime Forum and OEEB. This is an area where substantial assurance can be given.					

4. Tackling Anti-Social Behaviour

4.1. People in Gwent being less affected by the impact of ASB	4.1.1 Incidences of ASB	ASB Incidents (Gwent Police Data) 2018/19 Total – 10788 incidents	ASB Incidents (Gwent Police Data) 17/18 – 17743 incidents	As stated in Q3 Scrutiny and Performance Framework, changes in police recording practice account for an amount of the reduction of ASB incidents. Incidents that would have previously been recorded as ASB are now recorded as crimes mostly under the category of Public Order. All Neighbourhood Officers and Community Support Officers received bespoke input around the identification of crimes at ASB incidences. Rises in minor Public Order and Violence Without Injury offences suggest that incidences previously	
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				considered to be ASB are now being increasingly recorded as crimes	
	4.1.2 Ensuring appropriate crime recording practices in place	HMICFRS Crime Data Integrity Inspection: 2018: 90.5% compliance. (Further information on HMICFRS feedback provided below under 5.3)	The previous inspection in 2014 was not graded.	Gwent Police are moving towards a process of recording crimes at First Point of Contact (FPOC), delivering crime recording travelling to all Operators. Control Room staff will be recording all crime types at FPOC during the 19/20 reporting period. The Timeliness Team will be reviewing all Storm logs and occurrences created directly onto Niche by the Public Protection Department during this reporting period to ensure that, where appropriate, all crimes are captured and recorded accurately. The Force's Data Audit department also completes monthly audits recorded correctly and ethically in line with the National Crime Recording Standards. In addition, the department also conduct daily searches for all sexual offences, Stalking/harassment, N100 (reported incidents of rape) and Action Fraud offences to	

				ensure these are recorded correctly.	
4.2. People in Gwent are experiencing fewer incidences of ASB	4.2.2 Repeat incidences of ASB	Repeat Incidences of ASB (Gwent Police Data) 2018/19 Total – 1687	Repeat Incidences of ASB (Gwent Police Data) 2017/18 Total - 3333	Consideration must be given to the fact that Gwent Police are now categorising some ASB incidences as Public Order. Therefore, it is unclear whether repeat incidences have decreased in real terms, or whether they are now being recorded as Public Order.	
	4.2.3 Trends in levels of ASB	ASB trends 		As above, Gwent Police’s categorisation of some ASB incidences as Public Order accounts in some part for the decline in ASB numbers. This is mirrored by increases in Public Order.	
4.3. Working with communities and partners to support local efforts to deal with ASB in	4.3.1 Local action plans for ASB			Gwent Police have improved their enhanced partnership tasking arrangements through increasing the number of community safety hubs from 1-5 throughout 2018/19. This provides opportunities for partners to share and jointly respond to community safety issues.	

their areas				<p>Gwent Police have ASB Local Action Plans in the form of Problem Orientated Policing (POP) Plans. POP Plans are created by local policing teams and each plan is reviewed by either the local Crime and Disorder Reduction Officer (CADRO) or Neighbourhood Police Sergeants. To assist with the development of POP Plans, Gwent Police provided OSARA Problem Solving training to Neighbourhood Officers in January 2019. This training has been extended to partners who sit in Community Safety Hubs in the Gwent Force area. Additionally, in April 2019, members of the Gwent public were invited to become part of the problem-solving process with Police and partners. This approach was adopted to empower communities to manage their own identified issues and, in doing so, become more resilient.</p>	
Scrutiny: In the May SPB the issue of anti-social behaviour (asb) decreasing and public order increasing was raised by the PCC. He reiterated the importance of dealing with public order offences and as asb continues to be a priority for the public the likelihood of the public viewing public order and asb as					

one type of issue. The ACC provided reassurance that ASB formed part of the Harassment Act and therefore could be treated as a crime. The PCC stressed the importance that the public understood that concept. Requests were made in previous quarters to provide further information in this area. The ACC provided further commitment to this.

Evidence provided against the Local Action Plans for ASB indicator provides limited information to the number of plans in place, where they are in place or an example of what these plans may look like in trying to address ASB within communities in Gwent. Information is provided about POP Plans, however the OPCC's understanding is that these plans are used to address Neighbour Policing issues more widely. Therefore, providing them as evidence of Local Action Plans for ASB, without any quantification of ASB plans in place, does not provide an accurate reflection of what Action Plans are in place for ASB.

4.6. Individuals and communities are satisfied that incidences of ASB are dealt with effectively	4.6.1 Victim Satisfaction survey percentages	ASB Victim Satisfaction 2018/2019 ASB Victim Satisfaction with the service as a whole: 70%	ASB Victim Satisfaction 2017/18 ASB Victims satisfaction with the services as a whole : 81%	From April 2018 to March 2019, Gwent Police conducted a telephone survey for victims of ASB. In total, 38 victims engaged with the survey. The results from the survey are mixed. 90% of victims saying they were satisfied with how they were treated, but 70% were satisfied with the service as a whole – a reduction from the previous year. It is currently unclear why there has been a reduction in satisfaction. The OPCC will continue to monitor this area and seek clarity around issues affecting victim satisfaction.	
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Scrutiny:

4.7. Working with	4.7.1 Community resolution numbers	As previously stated under Crime Prevention (1.5.1)			
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victims to increase the awareness and use of community resolutions where applicable	4.7.3 Restorative Justice interventions	Restorative Justice Interventions 2018/19 – Referrals: 33 Total Number of Interventions: 9	No baseline is presently available as the Restorative Justice project has only been in place since June 2018.	<p>The Restorative Justice project started in June 2018 and to date a total of 33 referrals have been received. Of the 33, referrals 9 have resulted in some form of restorative intervention. Of those 9, 1 was a face to face conference and 8 were shuttle mediation interventions.</p> <p>Of the 24 remaining referrals that weren't dealt with, 9 were dealt with by Community Rehabilitation Company, who provide their own Restorative Interventions and 2 were dealt with by YOS. 4 were unsuitable for RJ intervention due to the nature of the offences and 1 case is awaiting police proceedings so RJ was postponed.</p>	
Scrutiny:					
4.8. People knowing the most appropriate	4.8.1 Breakdown in calls for 101 and 999	Breakdown in Calls for 101 and 999 999: 18/19 Total Calls 18/19 – 83269 Abandoned: 12009	Breakdown in Calls for 101 and 999 999: 17/18 Total Calls – 75871 Abandoned: 9492	In line with the rise in the number of offences being reported, both 999 and 101 call numbers increased year on year by 9.8% and 0.6% respectively. However, during	

<p>organisation to go to in order to address their concerns</p>		<p>101: 18/19 Total Calls 221235 Answered: 181415 Abandoned: 39847</p>	<p>101: 17/18 Total Calls: 219967 Answered: 173634 Abandoned: 46334</p>	<p>the same period the number of calls received by the switchboard actually declined by 3.7%. This may be due to alternative avenues which are now open to the public to contact the force, such as via the internet or social media.</p> <p>Gwent Police have adopted a Continuous Improvement Plan to address abandoned calls rate. The Plan mitigates against abandoned rate in the first instance, provides further accessibility options and allows for review of any repeat abandoned callers. As part of this plan the call routing has been revised and reviewed, a call-back facility has been piloted and now introduced, a Social Media Desk has been introduced to provide further accessibility options and Gwent Police are in the process of testing a live time report on abandoned data. Part time call handler posts have also been introduced to coincide with peak demand and abandonment spikes working a specific Monday to Friday pattern.</p>	
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				<p>It is important to note that abandoned data for 999 calls refers to calls abandoned after being answered. All 999 calls are first answered by BT Operators. These calls are then forwarded to Gwent Police. BT Operators will remain on the line to Gwent Police even if a caller has disconnected. The answer rate for 999 calls is 100%. Abandoned calls data refers to incidences in which the caller has hung up after speaking to a BT Operator. Abandoned data, therefore, is drawn from Incident Logs which</p>																																					
	4.8.2 Incident demand and type	<table><tr><th colspan="4">Incident by Type</th></tr><tr><th>Quarter</th><th>17/18 Total</th><th>18/19 Total</th><th>% Difference</th></tr><tr><td>Admin</td><td>34417</td><td>30435</td><td>- 11.6%</td></tr><tr><td>ASB</td><td>17761</td><td>10757</td><td>- 39.4%</td></tr><tr><td>Crime Related</td><td>49006</td><td>54816</td><td>+ 11.9%</td></tr><tr><td>Open Log</td><td>10</td><td>687</td><td>+ 6770%</td></tr><tr><td>Public Safety & Welfare</td><td>54167</td><td>53517</td><td>- 1.2%</td></tr><tr><td>Transport</td><td>34148</td><td>33235</td><td>- 2.7%</td></tr><tr><td>Total</td><td>189509</td><td>183447</td><td>- 3.2%</td></tr></table>			Incident by Type				Quarter	17/18 Total	18/19 Total	% Difference	Admin	34417	30435	- 11.6%	ASB	17761	10757	- 39.4%	Crime Related	49006	54816	+ 11.9%	Open Log	10	687	+ 6770%	Public Safety & Welfare	54167	53517	- 1.2%	Transport	34148	33235	- 2.7%	Total	189509	183447	- 3.2%	
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<p>4.8.3 Numbers deployed and numbers resolved via telephone</p>	<table> <tr> <th colspan="4">Incident Response Grade</th></tr> <tr> <th>Quarter</th><th>17/18 Total</th><th>18/19 Total</th><th>% Difference</th></tr> <tr> <td>Emergency</td><td>43795</td><td>46267</td><td>+ 5.6%</td></tr> <tr> <td>Priority</td><td>42849</td><td>45631</td><td>+ 6.5%</td></tr> <tr> <td>Scheduled</td><td>38527</td><td>29444</td><td>- 23.6%</td></tr> <tr> <td>Telephone Resolution</td><td>64337</td><td>62100</td><td>- 3.5%</td></tr> <tr> <td>Other</td><td>1</td><td>1</td><td>0%</td></tr> <tr> <td>Unclassified</td><td>0</td><td>4</td><td>+ 400%</td></tr> <tr> <td>Total</td><td>189509</td><td>183447</td><td>-3.2%</td></tr> </table>	Incident Response Grade				Quarter	17/18 Total	18/19 Total	% Difference	Emergency	43795	46267	+ 5.6%	Priority	42849	45631	+ 6.5%	Scheduled	38527	29444	- 23.6%	Telephone Resolution	64337	62100	- 3.5%	Other	1	1	0%	Unclassified	0	4	+ 400%	Total	189509	183447	-3.2%	<p>The Investigative Framework has provided staff with a process and rational (Threat, Harm and Risk and investigative opportunities) to ensure that incidents that do not need to be progressed are managed in the force control room. All vulnerable callers are provided with a service to meet their needs including by mental health practitioners where appropriate.</p>	
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Telephone Resolution	64337	62100	- 3.5%																																				
Other	1	1	0%																																				
Unclassified	0	4	+ 400%																																				
Total	189509	183447	-3.2%																																				
<p>4.8.4 Evidence of a linked communications strategy</p>		<p>In January 2019, Gwent Police devised a Corporate Communications plan with input from appropriate partners and stakeholders, including the OPCC's office. The Plan identifies internal, external and campaign-led work undertaken by Corporate Communications team and allocates resources accordingly.</p> <p>With the introduction of the Plan, a key aim moving forward is to improve the Force's ability to quantify the work of the Communications team in terms of public 'reach' and understanding</p>																																					

			what Communications activity is most effective.	
Scrutiny:				
Force performance in Communications has been a central area of focus and scrutiny for the OPCC. The OPCC Communications and Engagement team have engaged with Corporate Communications to provide support in developing the Plan. Following meetings with the Force regarding Communications performance in which concerns were raised, Gwent Police and OPCC have agreed that Corporate Communications will be a joint priority. From the 19/20 financial year, the Force will begin collecting data related to the Communications plan. The OPCC will be monitoring and scrutinising both this data and wider Communications work of the Force.				
5. Efficient and Effective Service Delivery				
5.1. People in Gwent will be confident in their PCC and the policing service	5.1.1 Public confidence percentages	As stated in the Crime Prevention section (1.1.1)		
Scrutiny:				
In December, the OPCC published a decision log (2018-47) showing scrutiny of Gifts and Hospitality and Business Interests. Although feedback suggesting improvements was provided on some areas of work, the PCC was confident that the proper policies and procedures have been adhered to.				
5.2. Victims will be satisfied with the service they receive	5.2.1 Victim Satisfaction surveys	As stated in the Supporting Victims' section (2.1.1)		
Scrutiny:				

<p>5.3. Positive feedback and reassurance being received from inspections</p>	<p>5.3.1 HMICFRS inspection feedback</p>	<p>Crime Integrity Data HMICFRS Inspection – December 2018</p> <p>90.5% – requires improvement</p>	<p>The previous inspection in 2014 was not graded.</p>	<p>Throughout 2018-19, Gwent Police have undergone inspection and received feedback from HMICFRS in the following areas: Hate Crime, Crime Data Integrity and Child Protection.</p> <p>HMICFRS praised Gwent Police's approach to dealing with Hate Crime, specifically highlighting the Force's use of Hate Crime 'Champions' to contact and support victims, effective audit arrangements to ensure correct application of Hate Crime flags and recognition of Hate Crime incidences increased occurrence online.</p> <p>HMICFRS inspected Gwent on Crime Data Integrity during December. The overall score was 90.5%, with improvements being noted in a number of areas. Gwent Police have subsequently developed an action plan to take forward the recommendations.</p> <p>In February 2019 HMICFRS conducted their National</p>	
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				Child Protection Inspection of Gwent Police, examining the effectiveness of the Force's decision making at each of interactions with/for children, treatment of children in custody and Force structure and governance in relation to its child protection services. Formal feedback is yet to be provided, but HMICFRS have commented on the Force and PCC's clear commitment to protecting vulnerable people, including children and noted examples of good work by frontline officers responding to incidents involving children. An action plan will be developed once formal feedback has been received.	
Scrutiny:					
<p>The HMICFRS thematic inspections of Hate Crime and Child Protection do not have formal findings. However, the feedback regarding Hate Crime was that the force had good practices in place for the recognition and support for victims. The formal feedback of the child protection inspection has not been provided but the PCC does believe that the force has demonstrated good practice in the protection of children and young people.</p> <p>Crime Data Integrity findings found that recording practices had improved, standards had improved through qa processes and that the recommendations made previously had been implemented. However, it also found that some crimes were not being identified or recorded and needs to improved identity data recording. It also recognised the significant immediate work done since the inspection to improve recording of domestic abuse crimes.</p> <p>The OPCC are working with the force to have improved oversight of HMICFRS recommendation implementation and ensuring recommendations are responded to and implemented in a timely manner.</p>					
5.4.	5.4.1	Operation Veritas one day	No baseline provided	During the 3 rd quarter, the	

Evidence of best practice and continuous improvement being used	Reports on service improvement, efficiencies and impact	<p>demand analysis – During this exercise 50.9% of the demand was classed as internal and public demand is 34.0% with the top five reasons being:</p> <ul style="list-style-type: none"> • Crime/Incident Recording (24.2%) • Call for Specific Officer/Department (13.6%) • Advice/Guidance (12.8%) • Concern for Safety/Missing Persons (10%) • Abandoned/Hoax Calls/Wrong Number (7.5%) 		<p>Change Team undertook a review of demand for 2018/19. This included Operation Veritas – a one day demand analysis across the force including all internal and external calls for service.</p> <p>This exercise is run in addition to a “check” on response policing where the force maintains a response profiler and updates the data on a regular basis (at least annually) to report upon the efficiency of the operating model. It also runs scenarios which focus upon service improvements that the Force has implemented or is planning to implement. In 2018/19 these improvements are</p> <ul style="list-style-type: none"> • The investment in re-opening a second custody suite in Ystrad Mynach • The effect of the new Police Education Qualification Framework (PEQF) • Adjusting establishment numbers in response to officer utilisation rates • Benefits possible from the 	
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				<p>introduction of Service Improvements such as FFF (investment and roll out of mobile data and laptops throughout the force starting with Operational Officers), NICHE streamlining and Investigation Framework</p> <p>Since the 3rd quarter, Gwent Police have commenced a project reviewing custody provision, considering ongoing demand and requirements for custody facilities.</p>																							
Scrutiny:																											
5.5. Evidence that our organisations and staff are productive	5.5.1 Effective resolution of staffing issues	Police Constable Utilisations rates – Q3 2018-19:	No baseline provided		PC utilisation is developed through a modelling tool. The Chief Constable explained at SPB that the data evidences that there is too much demand being placed on PCs across the force and that 85% is the recommended level. This is likely to have a negative effect on sickness and absence rates. The precept agreement will be used to invest in increased numbers of PCs and there is also the additional investment in CID.																						
			<table><tr><th>Resource</th><th>Overall Utilisation</th></tr><tr><td>Response Blaneau Gwent</td><td>89.8%</td></tr><tr><td>Response Caerphilly Central</td><td>88.5%</td></tr><tr><td>Response Caerphilly North</td><td>91.3%</td></tr><tr><td>Response Caerphilly South</td><td>89.4%</td></tr><tr><td>Response Monmouth North</td><td>88.1%</td></tr><tr><td>Response Monmouth South</td><td>91.0%</td></tr><tr><td>Response Newport City</td><td>82.0%</td></tr><tr><td>Response Newport East</td><td>94.5%</td></tr><tr><td>Response Newport West</td><td>97.9%</td></tr><tr><td>Response Torfaen</td><td>92.6%</td></tr></table>			Resource	Overall Utilisation	Response Blaneau Gwent	89.8%	Response Caerphilly Central	88.5%	Response Caerphilly North	91.3%	Response Caerphilly South	89.4%	Response Monmouth North	88.1%	Response Monmouth South	91.0%	Response Newport City	82.0%	Response Newport East	94.5%	Response Newport West	97.9%	Response Torfaen	92.6%
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				which will also increase resources for frontline delivery.	
	5.5.2 Projects delivered on time, budget impact and benefits realisation			Gwent Police have established a post for a Benefits Realisation Officer in order to better quantify beneficial outcomes delivered by projects. The job description for this post is currently being developed and the role will soon be advertised	
	5.5.3 Risk register management	Strategic Risk Register 2018-19		Gwent Police and the OPCC hold a joint Strategic Risk Management Framework and Strategy that outlines procedures and processes for internal strategic risk management. Each risk is recorded on the force Risk Database and is categorised as Low, Medium, High or Critical based on an assessment of probability and impact. Each risk has an identified and is aligned to one of the Force's performance boards to ensure executive oversight and scrutiny.	
Scrutiny:					

<p>5.6. Evidence that our respective workforces believe that they are treated fairly and that they represent the wider community of Gwent</p>	<p>5.6.1 Staff survey results</p>	<p>Specific data has not been provided. 25% of staff completed the staff survey. Most responses were stable, with a significant increase in the perceived organisational support. An area of concern is the significant fall in emotional energy.</p>		<p>Police Officers and staff continue to state that they experience high levels of challenge stress (e.g. workloads) and moderate levels of hindrance stress (e.g. IT issues).</p> <p>The force has investigated significantly in its wellbeing programme with staff newly dedicated to this area of work. All staff experiencing traumatic events are offer the TRIM service, which provides an opportunity for a de-brief, assessment and referral to additional services if required. There are fitness classes and other well-being sessions organised regularly.</p> <p>The introduction of personal laptops across the force is expected to enable staff to do work in an agile way which can reduce stress levels. The increase of police officers is also expected to have a positive impact.</p>	
	<p>5.6.2 Percentages of</p>	<p>Gwent has a visible BAME population of 3.9% (2.2% Police</p>	<p>No baseline provided.</p>	<p>The 3 year analysis of Staff Demographic Profiles has led</p>	

	representation in the workforce	<p>Officers/ 1.4% Staff)</p> <p>Gender Female 33%/ Male 67% Police Officers Female 69%/31% Male Sexual Orientation 2.6%</p> <p>Disabled Police Officers 2% and Staff 4% (non- disclosure of SO and disability means that data is non-definitive)</p>		<p>to a better understanding of progress and gaps in representation and data.</p> <p>Work is being undertaken by Gwent Police to increase BAME officers above the rank of sergeant, female police officers in mid-rank roles and publicising opportunities with under-represented groups. A talent management course has been run for BAME officers and staff.</p>	
<p>Scrutiny:</p> <p>The Chief Executive queried why only 25% of staff members and officers had completed the survey, as opposed to between 50% and 60% in previous years, and if it was in relation to changing from a local survey to the Durham survey. The Chief Constable informed that the survey was still statistically relevant and the findings were still quite positive in comparison to past surveys. The survey also provides the opportunity to compare responses with other forces. The Chief Constable also commented that officers do undertake numerous amounts of surveys and the completion of another survey is not always a priority.</p>					
5.7. Evidencing of digital leadership and new ways of working are utilised efficiently	5.7.1 Monitoring and evaluation of field, fixed and flexible			<p>A number of measures have been identified in order to quantify the efficiencies associated with FFF. These include:</p> <ul style="list-style-type: none"> Percentage of digital witness statements submitted using iPatrol. Timeliness of statement submission. Number of scanned 	

				<p>statements.</p> <ul style="list-style-type: none"> • Number of statements typed for court. • Percentage of PPNs submitted using iPatrol. • Timeliness of PPN creation. • Response times. • Lifespan of occurrences. • Police vehicle mileage. • Travel expense claims. • Overtime claims. • Sickness. • Airwave usage. <p>Gwent Police have undertaken work to understand efficiency savings associated with FFF. This work includes the development of a survey to quantify agile working by capturing numbers of those working away from their normal place work – either at another police premises, at home or at other non-police premises.</p> <p>To support implementation of the FFF project, Digital</p>	
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				<p>Services Division (DSD) was established to ensure both Gwent and South Wales Police are able to keep pace with the speed of technological change by equipping resources with the right tools to deliver a high quality digitally enabled policing service. DSD has supplied mobile data devices and laptops to operational officers enabling them to access and share information in the field, as well as with partners, improving productivity and efficiency through reduced duplication and travel times and improving visibility by reducing the amount of time spent in police stations.</p>	
	<p>5.7.2 Roll out of digital technology, staff uptake</p>			<p>Gwent Police have completed phase 1 of the rollout of the fixed, flexible, field concept including the issue of 500 laptops and Phase 2 of the rollout is underway. The roll-out of the laptops is still underway however we have already seen an increase in the percentage of DWS submitted via iPatrol rather</p>	

				<p>than desktop, with 84% of DWS in Gwent submitted via iPatrol in February 2019. Assuming 75% and 85% can be achieved respectively when the roll-out is complete, this is estimated to free up the equivalent of £272k in officer time as a result of officers no longer needing to transport witnesses to a station in order to obtain a statement.</p> <p>In total, FFF is expected to deliver an estimated full year efficiency saving of £539k.</p>	
Scrutiny:					
5.8. A satisfied and professional workforce that believe that they are treated fairly and feel supported	5.8.1 survey	Staff	As provided above (5.6)		

Scrutiny:					
5.9. Achieving a balance budget and providing value for money	5.9.1 Balanced budget evidence; accurate forecasting and annual spend	Balanced budget achieved for 18/19	There is no suitable baseline	<p>Balanced budget achieved for 2018/19. The 2018/19 outturn is a non-recurrent surplus of £0.1million, following the re-profiling of 2019/20 investment into body worn video and Taser replacement. This revenue outturn represents a 0.1% variance on Gross Revenue Expenditure for 2018/19.</p> <p>The force has provided the quarterly financial monitoring reports at SPB providing detailed analysis of variances to budget and forecast expenditure (from Q2 onwards) to the year-end across all budget lines. The financial monitoring report also reviews Balance Sheet items such as creditors and debtors and also the levels and utilisation of the Commissioner's Reserves and Committed Funds.</p>	
	5.9.2 Demonstrating we can put resources to			The force's 'Development Fund' is reviewed and monitored at COT meetings and also at fortnightly	

	areas of highest demand and scale the organisation based on need			meetings between the force and OPCC chief officers. This process ensures financial resources are directed to areas of emergent threat, harm and risk at the earliest opportunity, outside of the annual budget setting exercise.	
	5.9.3 Ensure savings have been realised and utilise VFM indicators			<p>At the November SPB, The Chief Constable presented his 2019/20 budget bid to the Commissioner. The 'robust and honest' bid was scrutinised at length and further presented to the Police and Crime Panel at its December 2018 meeting, which was supplemented by a presentation by the Chief Constable.</p> <p>The 2018/19 financial year will have seen Gwent Police successfully deliver nearly £50m of recurrent cashable efficiency savings since 2008/09. This, as a result of the UK Government's ongoing austerity programme, but importantly also to the backdrop of fundamental changes in police demand; in particular</p>	

				<p>increased workload helping the most vulnerable members of society and tackling cyber-crime.</p> <p>HMICFRS's 2018/19 Value For Money (VFM) indicators were presented to the Joint Audit Committee (JAC) in December 2018, as part of their annual review of their review to scrutinise VFM in the force and OPCC. The force were identified as outliers against 'Most Similar Forces' (MSF) in a number of areas, particularly Local Policing and ICT, which were highlighted in the Chief Constable's budget bid. The force investigated the underlying reasons for the variances and reconciled the outlying areas to each of three different categories:</p> <ul style="list-style-type: none"> - The higher cost reflected intentional policy implementation – e.g. Local Policing, where the Force received grant from the WG for PCSOs. In addition, the force has also chosen to maintain front-line 	
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				<p>resources, by making savings in the back and middle offices to meet efficiency targets.</p> <ul style="list-style-type: none"> - The higher costs reflected the different allocation of costs within the budget, compared to its MSF - e.g. ICT costs reflected significant revenue contributions to the role out of the Force's Mobile Data programme, where in other situations, it would be treated as capital. - Where no justification existed, the high costs area becomes a focal point of scrutiny for the Force's Staying Ahead Programme, in order to potentially deliver future recurrent cashable efficiency savings. <p>The JAC meets on a quarterly basis (plus an additional extraordinary meeting to review the Statement of Accounts) and</p>	
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				<p>undertakes extensive scrutiny of the work of both the OPCC's Chief Finance Officer and the Force's Assistant Chief Officer – Resources. The December JAC agenda below evidences the extent of one quarter's worth of scrutiny:</p> <p>https://www.gwent.pcc.police.uk/en/transparency/joint-audit-committee/joint-audit-committee-agendas-minutes/13th-december-2018/</p> <p>PCP Chair Cllr John Guy and member Cllr Colin Mann attended the above meeting to witness the extent of scrutiny and support provided.</p>	
	5.9.4 Welsh Audit Office Value for Money reports	The Wales Audit Office (WAO) annual opinion on the Commissioner's and Force's arrangements to secure VFM for 2018/19 will be received in Q2 of 2019/20			
	5.9.5 Internal audit (TIAA and Torfaen CBC	Internal Audit's annual opinion on the overall system of internal control will be received in Q1 of 2019/20		The internal monitoring and reviewing process indicate that the WAO and internal audits will be positive.	

	reports)				
Scrutiny:					
<p>The Chief Finance Officer (CFO) to the Commissioner is a key and mandatory party to all the above evidenced 'police activity' and attends all referenced meetings, to provide the primary scrutiny of the Force's activity in relation to financial performance and governance. Formal corporate meetings are supplemented with fortnightly meetings with the Force's Assistant Chief Officer of Resources and monthly meetings with the force's joint Heads of Finance and also the force's Income Generation Officer.</p> <p>Indeed, almost daily dialogue takes place between the ACOR and CFO as key financial responsibilities are appropriately divided between the two statutory financial officers.</p> <p>Quarterly meetings are undertaken jointly between the and ACOR with the WAO to ensure external audit plans are deliverable and to ensure emergent audit risks are managed.</p> <p>Key areas of work of the CFO and associated scrutiny of the Force (by the OPCC) during Q4 included:</p> <ul style="list-style-type: none"> - Finalisation of the Chief Constable's 2019/20 Budget Bid and associated five-year Medium Term Financial Projections (both revenue and capital) – this formed the major component of the Commissioner's Budget and Precept Proposal to the Police and Crime Panel in January 2019; - Q3 Financial Performance; - Internal Audit reports receiving 'Limited Assurance'; - 'Lessons Learned' action plan following the production of the 2017/18 Statements of Account; - Scrutiny of the delivery of the 2018/19 year-end and planning for the 2018/19 Statements of Account; - Delivery of the Estate Strategy and in particular, the delivery of the new HQ and voluntary termination of the Ystrad Mynach PFI scheme; - Treasury Management activity for 2018/19 and development of the 2019/20 Treasury Management Strategy; - Production and transparency of the Commissioner's Reserves and Committed Funds Strategy; - Detailed scrutiny at the Force's Organisational Resources Board (ORB) on matters such as: <ul style="list-style-type: none"> o Fleet utilisation; o Delivery of the Estate Strategy; o Business continuity; o ICT service provision; o Shared Facilities Management (SFM) in relation to the Estate; o Data/Information Management; o Risk managements; and o Procurement activity and compliance; o Legal performance and civil claims management; and 					

- Financial Performance.

The result of this significant scrutiny amounted to the following top five areas of focus, which has resulted in management action:

- Ensuring robust closure and accounting treatment of the 2018/19 financial year;
- Ensuring clear identification and rationale for costs in aspects of the Estate Strategy;
- Business Continuity provision within the Shared Resources Services (SRS);
- Embedding the 2017/18 lessons learned plan for the delivery of the 2018/19 Statements of Account; and
- Remedying the underlying factors which resulted in a 'Limited Assurance' Report for Creditor Payments.

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- Remedying the underlying factors which resulted in a 'Limited Assurance' Report for Creditor Payments.

5.10. Evidence of collective working and using shared resources appropriately	5.10.2 Evidence of future planning to meet predicted demand; including working with other services			The review of CID and subsequent staff changes and enhancing staff levels, increases of supervision sergeants and continued review of services ensures Gwent Police adjusts its work force allocation to meet demand as effectively as it can with the resources available. Following this review, the business case was supported to provide additional resources into both units to enhance the Force's capability to investigate serious and complex crimes as well as investigate crimes	
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				against the most vulnerable in Gwent.	
Scrutiny: The OPCC monitor service any and all reviews, developments and new projects through the Service Improvement Board and is a decision maker for project agreements. Scrutiny occurs regarding need, benefits and challenges, value for money and human resource implications.					

Scrutiny and Performance Report Glossary of Terms

TIC – Taken into consideration. This is used for additional historical offences that are disclosed by an offender when an offence is being investigated.

Restorative Justice – Restorative justice brings those harmed by crime or conflict and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward. Restorative practice can involve both a proactive approach to preventing harm and conflict and activities that repair harm where conflicts have already arisen.¹

Community Resolution – A Community Resolution is an alternative way of dealing with an offender which is proportionate to lower level crime. It can be offered when the offender admits an offence, usually it is a first offence and in most cases where the victim has agreed they do not want formal action to be taken.

Bureau – Bureau is a youth diversion scheme that supports young people committing first time, low level offences and diverts them away from the criminal justice system. Interventions are provided through the Youth Offending Service following an assessment of need and suitability for the Bureau scheme.

Domestic Violence Protection Notice (DVPN) – A DVPN is an emergency non-molestation and eviction notice which the police can issue to a perpetrator when attending to a domestic abuse incident. Because the DVPN is a police-issued notice, it is effective from the time of issue, thereby giving the victim the immediate support they require in such a situation. Within 48 hours of the DVPN being served on the perpetrator, an application by police to a magistrates' court for a Domestic Violence Protection Order (DVPO) must be heard.

¹ Restorative Justice Council Definition. See <https://restorativejustice.org.uk/what-restorative-justice>

Domestic Violence Protection Order (DVPO) – A DVPO is a civil order that fills a ‘gap’ in providing protection to victims by enabling the police and magistrates’ courts to put in place protective measures in the immediate aftermath of a domestic violence incident where there is insufficient evidence to charge a perpetrator and provide protection to a victim via bail conditions.²

Multi-Agency Risk Assessment Conference (MARAC) – A MARAC is a meeting where representatives from police, probation, health, child protection, Independent Domestic Violence Advisors (IDVAs) and other statutory and voluntary partners share information on the highest risk domestic abuse cases.

Multi-Agency Public Protection Assessment (MAPPA) – A MAPPA is an assessment used to coordinate management of offenders deemed to be high risk. MAPPA requires local criminal justice agencies and other bodies dealing with offenders to work together in partnership when managing offenders.

Active Risk Management System (ARMS) – ARMS is a structured assessment process used to assess dynamic risk factors known to be associated with sexual re-offending, and protective factors known to be associated with reduced offending. It is intended to provide Police and Probation with information to plan management of convicted sex offenders in the community.

Police National Computer (PNC) – The PNC is used to facilitate investigations and information sharing at both a national and local level. It affords mission critical services to the police, UK Law Enforcement and criminal justice agencies throughout the United Kingdom by providing real-time checks on people, vehicles, crimes and property.

² Home Office definition. See <https://www.gov.uk/government/publications/domestic-violence-protection-orders>

Appendix – Indicators Removed

There are a number of indicators within the OPCC Performance Framework that have not been reported on by Gwent Police. These indicators have been removed from the main body of the report and are listed below accompanied with the reason why they have not been included.

Inappropriately Agreed Indicators:

Following discussions with the Force, it was agreed that the following indicators were not appropriate for monitoring performance.

1.4.1 – Number/% of Crimes Allocated for Further Investigation Broken Down by Crime Type

Reason: This indicator is being reviewed as it is unclear whether this level of detail is appropriate for evidencing performance.

4.8.5 – Evidence of Cooperative Partnership Working

Reason: It is not clear that this should be a separate indicator. Partnership working is an overarching approach adopted by the Force and is therefore difficult to evidence with a single indicator.

Indicators Not Reported On in Each Quarter

The following indicators have not been reported on in any of the previous quarterly reports. Going forward, the OPCC will discuss the suitability and feasibility of data collection for these indicators with the Force.

2.5.4 – Number of Restraining Orders

2.5.5 – Number of Civil Orders

4.3.2 – Identified Hot Spots

4.4.1 – Organisational Outcome Reports (Police Community Fund)

4.7.2 – Community Trigger Applications

4.9.1 – Feedback Following Local Days and Plans

5.10.1 – Money Saved and Efficiency Rates for Collaborative Working

Indicators Not Sufficiently Evidenced

The following indicators were not supported by sufficient or appropriate evidence for inclusion within this report.

5.9.6 – Benchmarking Data for Fleet, Estate and Indicator

Outcomes reported separately

4.5.1 – Organisational Outcome Reports (Safer Gwent and Police Community Fund) These are reported in a separate report to provide an appropriate level of detail.



FOR INFORMATION ONLY

Force Delivery Plan Performance Report 2018/19

Contents

The contents references are displayed to match the PCC Indicators.

1. Crime Reduction

- 1.2.1 Number of recorded crimes by type
- 1.2.2 Youth Offending rates
- 1.4.3 File Quality
- 1.4.5 MAPPA Performance (including ARMS completion/SHPO)
- 1.4.6 WISDOM Performance
- 1.5.1 Number of Community Resolutions
- 1.5.3 Outcomes per crime type

2. Supporting Victims

- 2.2.1 Victim Satisfaction Survey
- 2.2.2 Outcomes by Crime Type
- 2.3.1 Repeat Victims of Crime/ASB
- 2.3.2 Arrest and Voluntary Attendance rates
- 2.5.1 Number of MARAC referrals/Missing Children repeats
- 2.5.2 Number of DVPO's
- 2.5.3 Number of Restraining orders/ Civil Orders

3. Community Cohesion

- 3.2.2 Numbers engaged and consulted with
- 3.3.1 Feedback from IAG
- 3.4.1 BAME and Disadvantaged communities recruit and workforce representation
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- 3.4.3 Absence Rates
- 3.4.4 Number of Complaints

4. Tackling Anti-Social Behaviour

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- 4.1.2 Ensuring Appropriate Crime Recording practices are in place
- 4.2.1 Repeat Incidences of ASB

- 4.3.1 Local Action plans for ASB
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- 4.7.2 Incident type and demand
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5. Efficient and Effective Service Delivery

- 5.2.1 Victim Satisfaction Surveys
- 5.3.1 HMICFRS Satisfaction Surveys
- 5.4.1 Reports on service improvement, efficiencies and impact.
- 5.5.2 Projects delivered on time, budget impact and benefits realisation
- 5.5.3 Risk Register Management
- 5.6.2 Percentage of representation in workforce
- 5.7.1 Monitoring and evaluation of Field, Fixed and Flexible
- 5.9.1 Balanced budget evidence, accurate forecasting and annual spend
- 5.10.2 Evidence of future planning to meet predicted demand; including working with other services

DATA CONVENTIONS

The data and tables contained within this document are focusing on the last two financial year periods and therefore provide comparisons between only two data sets. It is important to note that from a statistical viewpoint this is not ideal as it is binary comparison not allowing for seasonal, operational or 'spike' anomalies. This results in the inability to set and average base line for comparison and it is important to bear this in mind when considering large percentage changes in particular crime types that may be present within this report.

It is not possible to provide any accurate year on year comparison pre-2017/18 due to significant changes in recording and classification in a number of crime types in this period.

Where available Gwent Police crime data is compared with other Welsh forces and those forces within its MSF HMICFRS grouping. This allows Gwent Police to benchmark and identify any positive or negative outlying crime types. The limitations of only comparing the two data sets should be taken into consideration.

For future reports through 2019/20 Gwent Police crime and Anti-Social-Behaviour data will be provided as the current position compared to a 2 year baseline average. This will be possible as the Home Office recording changes will have fallen out of the 2-year baseline calculations and all forces can begin to accurately track and map their performance along this measure.

Population in the Gwent area grew by 4% between 2001 and 2011, a rate of 0.4% per annum (Office of National Statistics, 2017). We assume that population growth has remained steady and would expect to see an increase in all demand volumes of a similar amount.

Executive Summary

This performance report sets out force performance against the PCC's Police and Crime Plan for the financial year 2018/19.

Crime Prevention

The overall upward trend in recorded crime in Gwent (18.8%) is one that is replicated across England and Wales and can be attributed in part to our drive for ethical crime recording. The report will demonstrate in detail that significant rises have been seen in the areas of public order and violence without injury.

It is accepted there is a correlation between the fall in antisocial behaviour and the increase in public order. This is largely due to those incidents that were previously classified as antisocial behaviour incidents are now being recorded as a crime. The rise in violent crime is attributed in part to a better recording of stalking and harassment offences which aren't additional incidents but are recorded as a specific offence alongside the primary offence. Detail in relation to criminal cyber activity is also detailed in the report and this too impacts on violence without injury statistics due to cyber bullying offences.

Supporting Victims

Whilst there has been a slight reduction in victim satisfaction, 7 out of 10 victims are still satisfied with the overall service with 9 out of 10 victims saying that they would have the confidence to report an incident to the police again. The report will highlight how the force is now better equipped to monitor repeat victims and will therefore be able to better support those who are vulnerable. ACC Jon Edwards has recently been appointed as executive lead to progress our approach to victims.

Community Cohesion

This area of the report provides information in relation to a change to the way in which the organisation will engage with the communities of Gwent in order to understand their priorities. This is further enhanced with details of 5 new Community Safety Hubs with consistent tasking arrangements being introduced focussing on repeat victims, prolific offenders, repeat callers, hot-spot areas for crime and ASB.

The report also features a number of internal process that demonstrate our focus in relation to the gender pay gap and scrutiny in relation to attendance.

Tackling Anti-Social Behaviour

Levels of Anti-Social Behaviour (ASB) have dropped significantly over the past year by 39.2% force wide. As stated above, one of the main reasons for this large decrease is due to many incidents previously recorded as ASB now being recorded as Public Order crime. The report details how neighbourhood teams have received enhanced training in relation to problem solving that was delivered together with partners. It also provides detail in relation to the work that has been

Efficient and Effective Service Delivery

This area of the report highlights numerous inspections that have been carried out including Hate Crime, Child Protection, Crime Data Integrity, Counter Terrorism and Domestic Abuse. It also provides detail in relation to the way that programmes and projects are prioritised and how benefits are improvements are realised.

1. CRIME PREVENTION

1.2.1 Number of Recorded Crimes by type (Gwent Crime data)

All Crime Year on Year Comparison 2017/18 - 2018/19					
Crime Type	17/18 Total	17/18 Quarterly Average	18/19 Total	18/19 Quarterly Average	Year on Year Total % Difference
All Other Theft	4608	1152	4753	1188	+ 3.2%
Bicycle Theft	309	77	425	106	+ 37.5%
Burglary Dwelling	2612	653	2540	635	- 2.8%
Burglary Non-Dwelling	1122	281	1163	291	+ 3.7%
Criminal Damage & Arson	8652	2163	9419	2355	+ 8.7%
Drug Offences	1374	344	1463	366	+ 6.5%
Homicide	7	2	4	1	- 42.9%
Miscellaneous Crimes	1208	302	1403	351	+ 16.1%
Other Sexual Offences	900	225	981	245	+ 9.0%
Possession of Weapons	206	52	237	59	+ 15.1%
Public Order Offences	4716	1179	7872	1968	+ 66.9%
Rape	428	107	574	144	+ 34.1%
Rape Report (Non-Crime)	70	18	98	25	+ 40.0%
Robbery	258	65	301	75	+ 16.7%
Shoplifting	3840	960	3533	883	- 8.0%
Theft From the Person	342	86	373	93	+ 9.1%
Vehicle Crime	3351	838	3398	850	+ 1.4%
Violence with Injury	4880	1220	5823	1456	+ 19.3%
Violence without Injury	9828	2457	14176	3544	+ 44.2%
Total	48711	12178	57849	14462	+ 18.8%

Police recorded crime is subject to many influences. Changes to Home Office counting rules, recording behaviour, media exposure, and the willingness of victims to report crime all influence the figures. For this reason, police recorded crime data does not meet the standard of an official statistic. Recorded crime is an effective measure of demand on the police however The Crime Survey for England and Wales (CSEW) (Office for National Statistics, 2018) remains most statistical relevant data set to map trends in actual crime across England and Wales.

The CSEW indicates that after an extended period of reduction, crime levels stabilised in 2018, ending their long fall. While most crime types remained at 2017 levels, some crime types rose, including vehicle crime (+3%), robbery (+17%), and homicide (+14%).

Other crime types, burglary and shoplifting underwent a small drop (-1%).

Overall recorded crime in Gwent has increased by 18.8% in 2018/19 compared to 2017/18. This upward trend in recorded crime is replicated across forces in England and Wales. There is a drive and focus to ensure ethical crime recording behaviour across the country and Gwent Police has been at the forefront of this cultural change. Significant investment has been made to ensure our Crime Data Integrity is both ethical and proportionate this has improved our Crime Data integrity from 77% to over 90% in a two-year period. During

2018/19 we were highly praised by HMICFRS for our excellent approach to the appropriate identification and recording of sexual crimes.

All Recorded Crime National Year on Year Percentage Increases 2017/18 - 2018/19 (Gwent Crime and Home Office Data)				
Crime Type	Force % Change 17/18- 18/19	National % Change 17/18-18/19	Welsh % Change 17/18- 18/19	MSF % Change 17/18- 18/19
All Other Theft	+ 3.2%	- 0.3%	+ 2.5%	+ 1.6%
Burglary Dwelling	- 2.8%	- 4.5%	- 5.4%	- 5.4%
Burglary Non-Dwelling	+ 3.7%	- 0.7%	- 4.9%	+ 2.5%
Criminal Damage & Arson	+ 8.7%	- 2.7%	+ 0.7%	+ 0.5%
Drug Offences	+ 6.5%	+ 10.8%	+ 10.3%	+ 19.2%
Homicide	- 42.9%	- 5.9%	- 33.3%	+ 40.0%
Miscellaneous Crimes	+ 16.1%	+ 11.2%	+ 4.6%	+ 17.2%
Other Sexual Offences	+ 9.0%	+ 6.7%	- 1.5%	+ 9.9%
Possession of Weapons	+ 15.1%	+18.3%	+ 20.1%	+ 28.5%
Public Order Offences	+ 66.9%	+ 16.6%	+ 38.2%	+ 37.2%
Rape	+ 34.1%	+ 8.5%	+ 6.3%	+ 16.3%
Robbery	+ 16.7%	+ 11.1%	+ 13.5%	+ 8.2%
Shoplifting	- 8.0%	- 2.1%	+ 2.1%	+ 0.1%
Theft From the Person	+ 9.1%	+ 2.9%	- 9.1%	- 2.7%
Vehicle Crime	+ 1.4%	+ 2.3%	- 2.5%	- 1.4%
Violence with Injury	+ 19.3%	+ 6.4%	+ 5.0%	+ 14.1%
Violence without Injury	+ 44.2%	+ 27.8%	+ 33.3%	+ 37.8%
Total Crime	+ 18.8%	+ 7.7%	+ 11.5%	+ 13.3%

The above tables provide a simple benchmark with all forces, other welsh forces and our MSF grouping forces. The warning provided within the data convention section is relevant here in addition to understanding that any “national average” is statistically skewed by the sheer volume of crime recorded in the larger forces. Our MSF grouping of forces provides the best comparison within this limited data set and the report will address those crime groupings that appear to be statistical outliers.

The Office for National Statistics has stated in its latest report (April 2019) that:

For some crimes, an increase in the number of offences recorded by the police is unlikely to indicate a real rise in these types of crime. This relates to violence without injury offences, sexual offences, stalking and harassment and public order offences.

It is thought that increases in these crime types largely reflect changes in reporting and recording practices.

These are all crime types where we have focused significant investment and engagement to encourage victims to report offences to the police and have confidence in the criminal justice system. The increased willingness to report on the part of victims can be seen to be driving some of the increases in these crimes.

As referenced in the Quarter 3 report the volume crime groups of Violence Without Injury and Public Order are highly significant in driving the overall increases in recorded crime within Gwent. This mirrors the national picture and both the Home Office and ONS believe that a large part of the increases in these offences over the past few years are likely to reflect improvements and changes to recording practices.

Public Order

The significant increase in Public Order offences, in particular, can be connected with the 40% decrease in Anti-Social Behaviour incidents across the force in 18/19 compared to 17/18. The better identification of recordable offences and ethical crime recording at these incidents has resulted in crimes not previously identified or recorded now being correctly recorded.

This is consistent with the continued drop in the number of recorded ASB incidents since figures began in 2008. It is acknowledged by HMICFRS that different forces are at different stages of this recalibration and it may be a few years until a “new” baseline is identified for any statistical analysis of Public Order crimes.

To support this view there is clear correlation nationally with the each forces fall in ASB being counteracted by a rise in recorded crime of Public Order. By way of a local comparison the below table displays both South Wales Police and Dyfed Powys Police performance in these areas

Force	% fall in ASB 17/18-18/19	% rise in Public Order 17/18-18/19
Gwent	39.2%	66.9%
South Wales	11.7%	13.4%
Dyfed Powys	13.8%	36.8%

Violence With/Without Injury

Interpreting trends in police recorded violence is difficult. Ongoing work by police forces in recent years to improve crime-recording practices has driven an increase in recorded violence against the person offences. The evidence suggests that the improvements have had a larger effect on relatively less harmful types of violent crime and less impact on more harmful subcategories, such as homicide and violent offences involving weapons.

In 2014, HMICFRS found that violent offences were more prone than other offences to subjective judgement about whether to record a crime. Since then, these offences have been one of the three main categories of crime focused on in the subsequent rolling programme of HMICFRS inspections.

All police forces recorded a rise in violence in the latest year ending December 2018 compared with the previous year. Changes varied by police force area ranging from an increase of 3.2% (Avon and Somerset) to 70.1% (Lincolnshire) These increases will reflect recording improvements and the extent of such effects differs across police forces (Office for National Statistics 2019).

From April 2018, a change to the Home Office Counting Rules meant that the offence of stalking or harassment is recorded in addition to the most serious offence involving the same victim and offender. This change has been a large driver in the increase in stalking and harassment offences recorded by police in the last year. It is likely that the number of such offences recorded will continue to increase until the rule changes have bedded-in across all forces.

A more in-depth analysis of our Violence Without Injury Crime show that this change has had a significant impact on the rise within this crime type.

Violent Crime Without Injury Crime Group	17/18	18/19	% Change
Harassment	3663	6767	+ 84.7%
Assault without Injury	5276	6458	+ 22.4%
Threats to Kill	484	502	+ 3.7%
Assault on Constable	164	158	- 3.7%
Cruelty to Children	147	143	- 2.7%
Other	94	148	+ 57.5%
Total	9828	14176	+ 44.2%

This clearly shows the impact of these crime recording changes and our ability as a force to identify and correctly record these offences.

When broken down even further it is evident that many of these harassment offences (although not exclusively) can be linked to Domestic Abuse incidents and investigations. The force has adopted a robust approach to the identification of risk within domestic abuse incidences and ensure thorough investigations are undertaken

Harassment Crime Group	17/18	18/19	% Change
Sending Letters with Intent to Cause Distress, Malicious Communications	2324	3610	+ 55.3%
Protection from Harassment	872	2117	+ 142%
Pursue Course of Conduct Which Amounts to Stalking	94	298	+ 217%
Breach of a Restraining Order	198	274	+ 38.4%
Specific Harassment of a Person in Their Home	69	267	+ 287%
Other	106	201	+ 89.6%
Total	3663	6767	+ 84.7%

Knife Crime

Gwent Police are recording the lowest figures of knife crime by volume within MSF group.

Force Ranked by % Change	2017	2018	Change	% Change
South Wales	591	724	+ 133	+ 23%
Gwent	113	136	+ 23	+ 20%
Lancashire	942	1038	+ 96	+ 10%
Humberside	566	609	+ 43	+ 8%
Northumbria	850	887	+ 37	+ 4%
Northamptonshire	468	487	+ 19	+ 4%
South Yorkshire	1027	994	- 33	- 3%
Durham	246	201	- 45	- 18%

In response to the national concern regarding knife and bladed article crime the force commissioned an internal problem profile to look specifically at this issue. This concluded that that almost 60% of all bladed

implement offences within Gwent occur within the home, with almost half of the overall total being of a domestic nature. This is very difficult for the police to have direct influence over, as households will always contain such readily available weapons. The only way to help alleviate this issue is continuing to target and tackle domestic abuse offenders in general, which the Force has made great strides in during recent months.

The Force is fully aware and alert to gang related knife culture that is widely reported on a national scale, particularly within the larger urban conurbations of London, Manchester and Birmingham, at present a similar pattern of offending is not being seen within Gwent. This is borne out by the low levels of gang related offending seen within Gwent during 2018, which accounted for only 4.1% of total bladed implement offences.

Although it is appreciated that some 'gang on gang' offending does go unreported, the reality is the same gang culture seen Nationally, and violent offending levels associated with it, does not currently exist in great concentration within Gwent. The work being undertaken by C/Insp. Paul Davies, who is the Gwent Serious and Organised Crime (SOC) Co-ordinator, and the partner agencies involved in this initiative ensures the issue is continually being monitored and addressed if necessary. Further monitoring is also being regularly completed by the SOC and County Lines analysts within the analysis and research teams.

Many of the public space offences being reported over the past two years have been carried out by the offenders for personal gain either via robberies or thefts. The Force has proactively targeted this type of offending and a reduction was evident between 2017 and 2018. Further vigilance and monitoring of this issue needs to be maintained to ensure future series of offences do not have chance to establish themselves.

There have been 12 (+3.7%) of bladed implement incidents that have occurred within schools. Two of these have actually led to pupils being injured. This is a trend that needs to be tackled early in order to prevent any escalation of such violence, as other pupils may start to carry knives in order to protect themselves, which becomes a vicious circle.

There is work already being undertaken in this area. Ch. Insp Paul Davies has started an initiative to address the serious issues of gang violence and knife crime to key stage 3 pupils (years 7,8 and 9) in all Newport schools. This initiative has already presented to over 4,500 pupils, highlighting the risks and dangers of becoming involved in serious and organised criminality as well as the dangers of carrying knives. Further plans are also in place to roll it out to all Newport key stage 4, year 10 pupils, in the near future. The scheme also works closely with the Pupil Referral Units, concentrating on, and providing additional preventative support, to those pupils that are showing poor attendance figures, or who have been excluded from mainstream education due to past misdemeanours. This additional focus on these pupils is aimed at preventing them from migrating into organised criminality or gangs. It is recommended that similar initiatives are rolled out across all of Gwent in the near future through schools liaison officers and local authorities.

Domestic Abuse

A 2015 HMICFRS report concluded that recent increases in the number of domestic abuse-related crimes were due, in part, to police forces improving their recording of domestic abuse incidents as crimes. This was in addition to forces actively encouraging victims to come forward to report these crimes.

Since April 2015, crimes should be "flagged" as being domestic abuse-related by the police if the offence meets the government definition of domestic violence and abuse.

As the flagging of offences may rely on a manual intervention in the crime recording system, the quality of this data may be inconsistent across police forces and open to more variation than the underlying number of recorded offences. As well as general improvements in recording, the police may have improved their identification of which offences are domestic abuse-related and more victims may be coming forward to

report these crimes. Given the different factors affecting the reporting and recording of these offences, we feel that police figures do not currently provide a reliable indication of current trends (ONS 2019).

The extra investment in staff training and raising awareness of all forms of domestic abuse has paid dividends. A recent bespoke victim satisfaction survey with Domestic Abuse victims was undertaken with 87% of victims satisfied with Police action with 90% satisfied with the overall service of Gwent Police.

In addition quality assurance checks completed by Domestic Abuse champions are discovering a better understanding of risk and safeguarding. There is clear utilisation of the National Decision Making Model when deciding on both investigatory and safeguarding action.

Rape and Sexual Offences

Nationally police recorded sexual offences are at their highest volume since the introduction of the National Crime Recording Standard in 2002.

An increased willingness of victims to come forward and report these crimes to the police is also thought to have contributed to the increase. High-profile coverage of sexual offences and social media campaigns, such as Operation Yewtree and #metoo, has led to increased public awareness of these types of crimes. This may mean people are now more likely to report such offences to the police.

During 2018/19 we were highly praised by HMICFRS for our excellent approach to the appropriate identification and recording of sexual crimes. Gwent Police continue to provide a victim-focused approach to the investigation of rape ensuring the health and wellbeing of the victim in the first instance. During 2018/19 31 officers were trained as Sexual Offence Liaison Officers (SOLO) bolstering the specialist trained capability of the force to respond to reports of rape and sexual offences.

Although the numerical increases are small compared with overall crime the 34% increase in rape offences prompted a review of the capacity and quality of these sometimes complex investigations. During 2018/19 specialist Public Protection Detective Chief Inspectors were re-located to the LPA's to work directly with frontline officers and assist in the investigatory oversight of rape and other vulnerability crime. A review conducted resulted in a reduction in workload of nearly 30%. This has allowed investigators to prioritise their workload concentrating on high risk offences and progressing investigations in a timely manner giving a better service to victims.

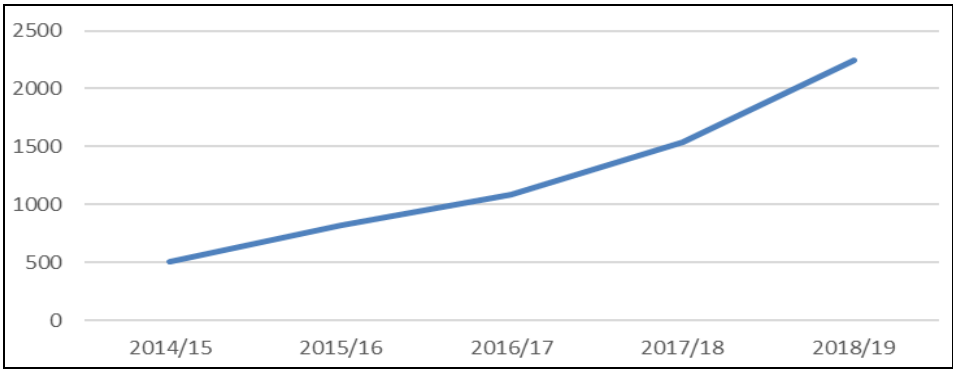
Analysis has shown that within the increased reporting there are no connected offences that display a specific geographical problem. The vast majority of offences involve circumstances where the victim and suspect are known to each other. During 2018/19 21% of the rape crimes reported in this period would be classed as historical reports where the offence occurred 12 months prior to reporting.

CYBER CRIME

The emergence of cyber crime has provided a new challenge for the force. In particular understanding the current demand and its impact has proved difficult to quantify. There is no specific offence of "cyber-crime", instead cyber can be an enabler in a number of different crime types and series. The force are working hard to use its Business intelligence functions to start mapping the influence of cyber across all crime types.

The belows chart and table display the increasing trend in Cyber enabled crime recorded by Gwent Police (based on MO Key wording). As technology and awareness continues to develop as well as increased social media outlets there will be an expected upward trend of offences in this area of business going forward over the next 3-4 years.

Cyber enabled crime recorded by Gwent Police



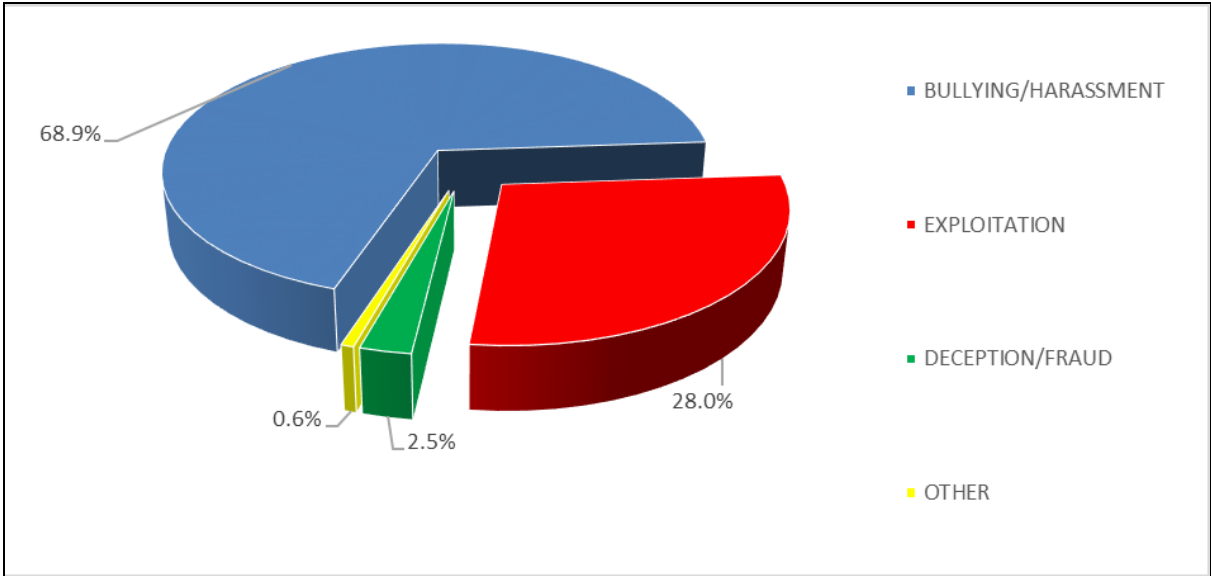
Gwent	2017/18	2018/19	Change	% Change
Cyber Enabled crime	1538	2243	705	45.8%

- There have been 2243 cyber-enabled crimes recorded by Gwent Police during the 2018/19 financial year.
- Cyber enabled crime has increased by 45.8% over the most recent period compared to last year (705 more offences). This is an upward trend that has been seen over each of the last four year periods.
- Cyber enabled crime accounts for 3.9% of the total crimes recorded by Gwent Police during the period 2018/19 (2243 of 57172 crimes). This is an increase in proportion compared to 3.2% during the same period in 2017/18.

Cyber Enabled Crime by Identifier Theme

To facilitate understanding, Gwent Police separates the identified cyber enabled crimes into four themes: ‘bullying / harassment’, ‘exploitation’, ‘deception / fraud’ and ‘other’.

Cyber Enabled Crime by theme – 2018/19



Cyber enabled bullying/harassment accounts for the majority of cyber enabled crime in Gwent with 68.9% (1545 crimes). This is followed by Computer enabled exploitation with 28% (628 crimes). The themes of cyber enabled Deception/Fraud and other cyber enabled crime account for just over 3% of all crimes of this type.

Identifier 1 - Type	2017/18	2018/19	Change	% Change
BULLYING/HARASSMENT	998	1545	547	54.8%
EXPLOITATION	471	628	157	33.3%
DECEPTION/FRAUD	39	56	17	43.6%
OTHER	30	14	-16	-53.3%
Grand Total	1538	2243	705	45.8%

Cyber Enabled bullying/harassment offences mainly involve making threats or sending abusive messages to ex-partners, family or other known victims, via Social Media such as Facebook, Instagram, Snap Chat, WhatsApp etc. Offences have increased by 54.8% over the last year from 998 to 1545 (547 more offences).

These types of offences were previously committed through mediums such as telephone calls, name calling in the street and abusive letters and have evolved to being committed online through social media and email. These mediums allow people to make threats and send abusive comments in a faceless non-confrontational environment.

95.7% of offences of Computer enabled Bullying / Harassment have been recorded as Violence Without Injury (1479 of 1545 offences) followed by Public Order offences in 1.9% (30 offences). In terms of offence title, 67.3% of offences have been recorded as Sending Letters etc. with intent to cause distress or anxiety Malicious Communications Act (1040 offences) followed by Protection from Harassment Act Sec 2 in 19.2% (296 offences).

Cyber enabled Bullying / Harassment offences have mainly involved known offenders in 74% of all offences (1143 offences). Where known, domestic related offences have accounted for nearly a third of offences of this type (39.5%, 451 offences). Stranger related offences accounted for 9.8% of all offences (151 offences) with the remaining offences not stating relationship type within the MO.

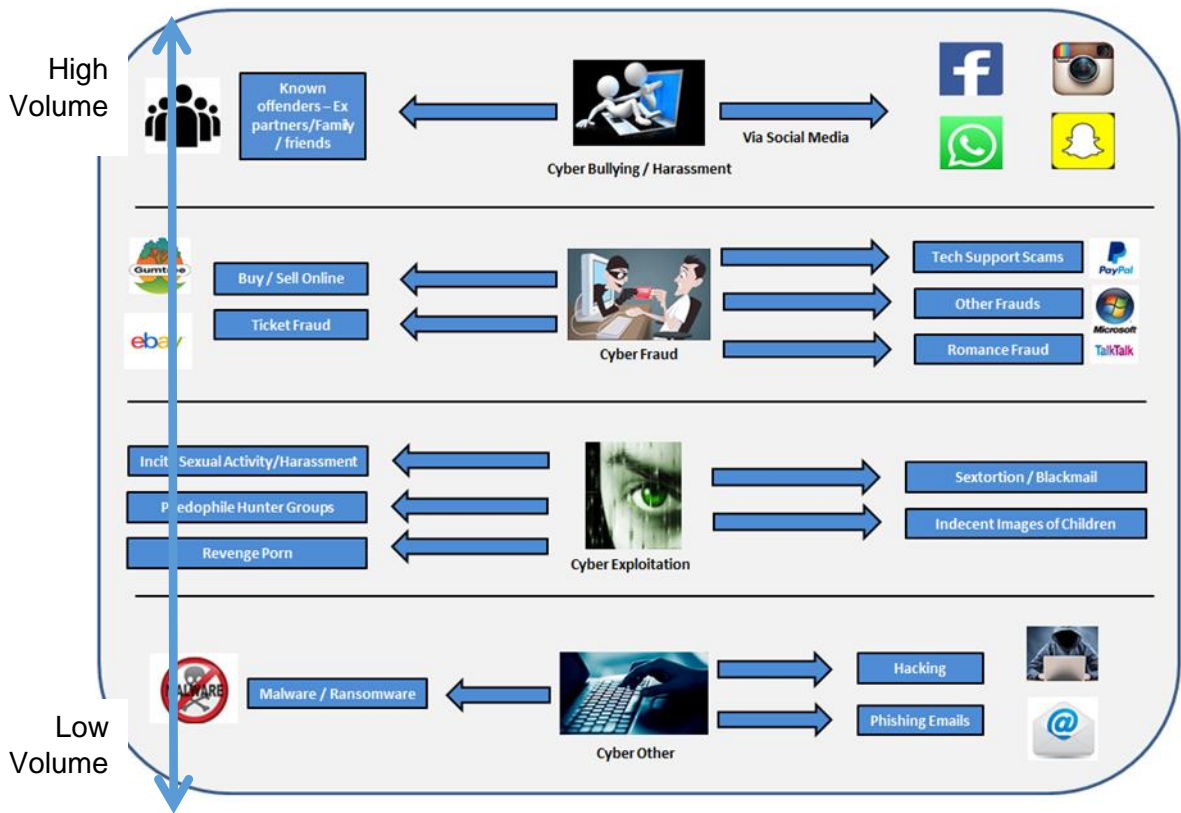
Cyber Enabled Exploitation takes many forms and has numerous specific themes and trends within. Offences of this type have risen by 33.3% over the last year (157 more crimes). Volume offences of this type involve possession/distributing sexual images of children (31.7% of all exploitation offences), inciting sexual activity (18.5% of exploitation offences) and Sextortion (17.7%).

The substantial and rapid increase in these crimes will cause challenges for the force going forward. Offences of cyber enabled crime are investigated by various departments within the force with no dedicated unit dealing with all offences. Regular training and refresher training to ensure the maintaining and improvement of front line officer's knowledge, awareness and capability to respond effectively to offences will be required.

There is a need to ensure that Gwent Police as an organisation is up-to-date with security systems guarding against online attacks. As technology changes and software changes there is a need for regular refreshing of

security software (including latest patches/updates) to ensure we are guarded against network intrusions going forward. Technology available to officers needs to be regularly reviewed, updated and training provided to ensure effective investigations.

Gwent computer enabled crime infographic



Gwent Police will be upskilling of greater numbers of front line officers with both internal training (Force Digital Trainer) and external inputs (Get Safe Online). This will equip them to deal more effectively with the less serious and complex Cyber-dependant crimes.

The force has appointed a ‘Digital Trainer’ who is developing a practical-based digital-investigation training programme.

The force has trained 36 additional XRY Kiosk examiners. Gwent maintains four mobile device kiosks to allow the urgent examination of mobile devices 24/7. Equipment is also being trialled to extract digital evidence from vehicle infotainment systems.

1.2.2 YOUTH OFFENDING RATES

Youth Offending Rates by Crime Type 2017/18 - 2018/19 (Gwent Police Crime Data)			
Crime Type	17/18 Total	18/19 Total	Year on Year % Difference
All Other Theft	143	98	- 31.5%
Bicycle Theft	22	10	- 54.6%
Burglary Dwelling	77	56	- 24.7%
Burglary Non-Dwelling	44	41	- 6.8%
Criminal Damage & Arson	689	616	- 10.6%
Drug Offences	133	162	+ 21.8%
Homicide	0	0	0%
Miscellaneous Crimes	157	185	+ 17.8%
Other Sexual Offences	149	145	- 2.7%
Possession of Weapons	39	44	+ 12.8%
Public Order Offences	460	542	+ 17.8%
Rape	61	60	- 1.6%
Rape Report (Non-Crime)	1	6	+ 500%
Robbery	30	37	+ 23.3%
Shoplifting	183	98	- 46.5%
Theft From the Person	14	9	- 35.7%
Vehicle Crime	58	33	- 43.1%
Violence with Injury	531	518	- 2.5%
Violence without Injury	954	1145	+ 20.0%
Total	3745	3805	+ 1.6%

Youth Offending/Arrest Data

Although the number of offences committed by under 18s actually rose slightly year on year (+1.6%), the actual number of youths committing those crimes declined, down by 1.5% (n=54). However, this does indicate that the number of repeat offenders did increase slightly over the two years. It is also positive that the 1.5% rise in youth offending rates seen over the two years, is much lower than the overall offending rate of 18.8%, meaning that youths are actually committing less of the total crimes in Gwent (falling from 7.7% of the total in 17/18 to just 6.6% in 18/19).

Of note is the number of youths involved in the more traditional acquisitive offences such as burglary, theft, shoplifting and vehicle crime fell quite considerably between the two years by 36% (n=191). This would indicate that any intervention in these areas has had a positive effect.

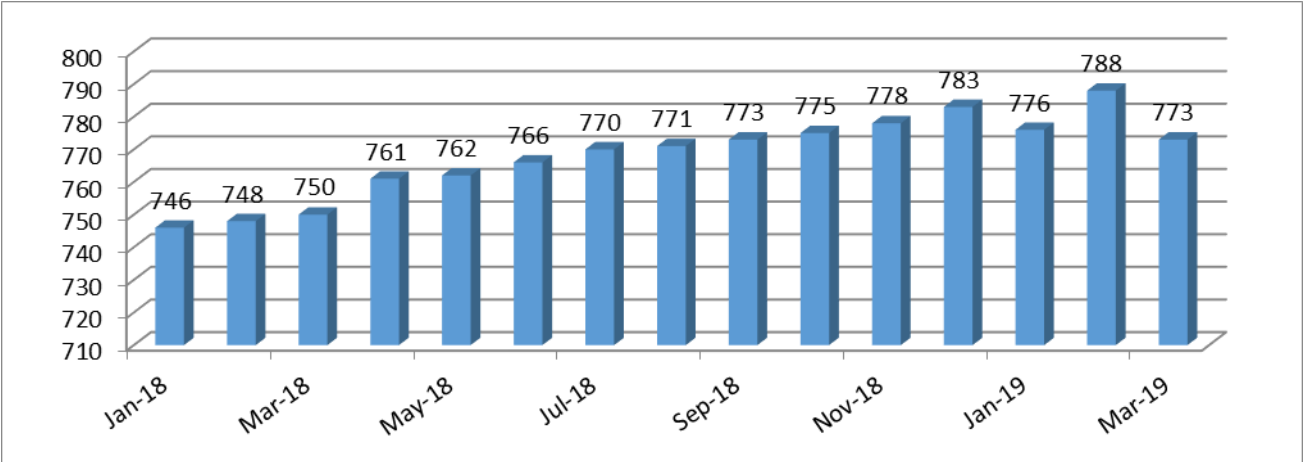
However, of greater concern is the data also suggests larger numbers of youths are now becoming increasingly involved in other more serious crime areas such as drugs, robbery and violent crime, with 13% more crimes in these areas being attributed to under 18s (n=214). This is a trend that will require a targeted and focused intervention approach across the board going forward. This concern is also evident in a recently published force knife crime profile which indicates that over the past two years 43% of all offenders who have used or threatened with a knife have been under the age of 25, with 41% of those being under the age of 18. However, of the total incidents only 3.7% took place in schools, with the majority (58%) occurring within the home.

1.4.3. Internal measure of file quality.

There is currently no specific measure used internally to judge file quality. This is monitored nationally through the central governance of the Crown Prosecution Service National File Quality data dashboard. This national performance measure was reported within the Quarter 3 report.

1.4.4. ARMS Completion/1.4.5. MAPPA/1.5.2 SHPO

Number of RSO MAPPA Offenders

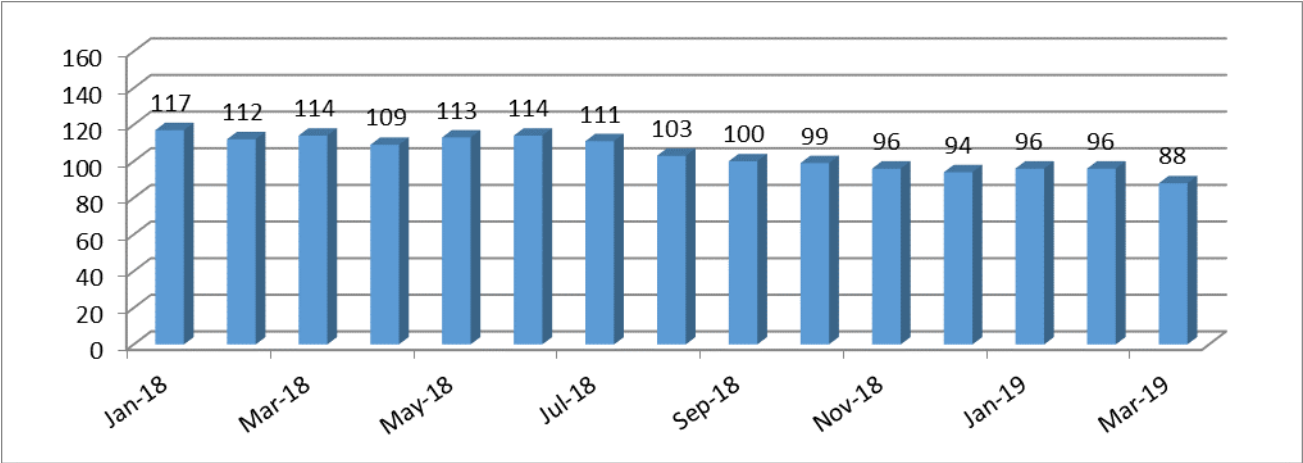


The number of MAPPA offenders managed by the Management of Sexual and Violent Offenders (MOSOVO) department has risen across 2018/19 to 773. The rate of increase has begun to slow after rapid rises through 2017/18. The rise in recorded crime for sexual offending is a driver behind these increases and in particular the those offenders sharing and viewing indecent images of children online.

The force uses sophisticated tactics to identify these offenders and have a dedicated unit within the Protective Services department targeting this type of offending.

Despite the overall rise in MAPPA offenders those deemed as high risk has fallen slightly to 88 across 17/18.

High Risk MAPPA Offenders



The force has continued to invest in resources to ensure the appropriate level of supervision of offenders in this high risk area of business. This investment and expert supervisory oversight has resulted in a significant

rise in the completion of Active Risk Management (ARMS) plans. The completion rate for ARMS is now at an all-time high figure of 94% having been under 50% at beginning of the year.

The current manager/offender ratio remains steady at 1/50 and although the College of Policing does not set an optimum ratio this figure is deemed safe and appropriate within the Gwent Police MOSOVO department.

Recent analysis of 18/19 quarter 4 performance demonstrated the proactive approach of the department in managing offenders. This included 29 Sexual Harm Prevention Orders (SHPO) granted by the court to individuals considered to pose a risk of sexual harm to either to the public, certain groups of people of individuals. The department has also enforced 6 breaches of these orders and 30 breaches of notification requirements.

1.4.6. WISDOM

The WISDOM team (Welsh Integrated Serious and Dangerous Offender Management) is a co-located offender management unit focusing on reducing harm from domestic abuse perpetrators. It includes Police officers, Police Staff, Probation and other local partners. The WISDOM team manages a cohort of 26 (14 offenders are currently managed in the community, 9 of the cohort are currently in custody and 3 of the cohort are voluntary to the scheme).

Cases are discussed on a monthly basis at MASP (Multi agency selection panel), where new cases are selected onto the scheme and existing cases discussed and consideration given to de selection. We have a definitive selection procedure that other areas are yet to adopt allowing Gwent WISODOM team to identify those offenders that prevent the most risk of re-offending and working with them with other agencies.

Key features of the programme include co-located offender management units to better manage risk and forensic psychological and health services to provide offender interventions, clinical supervision and training. Bespoke packages of interventions and deterrence mechanisms for high risk offenders are also provided under WISDOM.

Offenders selected onto WISDOM are intensely monitored and are seen by the team on a weekly basis.

The scheme was first piloted pan-Wales in 2017 and Gwent was an early adopter of using the Offender Management Principles to more serious and dangerous offenders. An evaluation of scheme has been undertaken by Nottingham University and a table is produced below to display the current cohort numbers across Wales.

Benchmarking across Wales

					Cardiff	Cwm Taff	Dyfed Powys	Gwent	North Wales	Total
Number of offenders:					25	30	19	75	5	154
Number of selected offenders:					25	30	19	33	5	112
Number of deselected offenders:					0	0	0	0	0	0
Number of high risk offenders:					25	16	14	38	4	97
Average number of contacts per offender:					6	5	8	4	12	35
Number with a sentence plan:					11	5	2	11	5	6.8
Average number of services referred to:					5	6	8	2	3	24

1.5.1 Community Resolutions

Community Resolutions by Crime Type			
Crime Type	2017/18	2018/19	Year on Year Change
All Other Theft	47	26	- 21
Burglary Dwelling	5	0	- 5
Burglary Non-Dwelling	5	3	- 2
Criminal Damage & Arson	136	102	- 34
Drug Offences	35	47	+ 12
Miscellaneous Crimes	5	2	- 3
Other Sexual Offences	4	2	- 2
Possession of Weapons	5	7	+ 2
Public Order Offences	65	71	+ 6
Shoplifting	120	54	- 66
Vehicle Crime	2	2	0
Violence with Injury	99	99	0
Violence without Injury	127	149	+ 22
Total	655	564	- 91

The total number of Community Resolutions being issued within Gwent fell over the two-year period by 13.9% (n=19). The only crime areas where numbers issued increased were Drug Offences, Possession of Weapons, Public Order and Violence without Injury.

The overall numbers remain low and the new Restorative Justice co-ordinator for the force will be completing a review of this area. Individuals within the Administration of Justice department have contributed to a new national model for Out of Court Disposals and will now work to raise awareness and compliance during its implementation.

1.5.3. Outcomes per crime type

This areas was effectively reported within the Quarter 3 report. As an end of year comparison direct comparison between 17/18 and 18/19 the data will hold no statistical relevance. A significant number of crimes recorded through 18/19 remain open and “live” investigations and therefore have not yet been allocated a finalised outcome category

2. Supporting Victims

2.2.1. Victim Satisfaction

Victim Satisfaction Survey 2018-2019

The purpose of the survey is to enable Gwent Police to monitor the quality of service across several different aspects of service provision. The survey is undertaken as a telephone survey with victims of crime who contact Gwent Police for assistance. The interviews are conducted by staff based within the Connect Gwent Hub in Blackwood. The Hub is a multi-agency support unit for victims of crime and anti-social behaviour in the Gwent Police area.

Victim Satisfaction Survey		
	2017/18	2018/19
Overall satisfaction	79%	74%
Happy to report again	95%	92%
Number of respondents	1445	224

Two key measures have been included in the above table to show the percentage fall in overall satisfaction and “would report again”. It must be noted that the sample size for 18/19 (224) is considerably lower than the previous year (1445) due to competing demands and resourcing issues with the Connect Gwent Hub. ACC Edwards will be leading the force approach to victims and improving victim services and satisfaction in 19/20.

Other key findings from the survey are summarised below.

Ease of contact

The majority of victims of crime and anti-social behaviour were satisfied with the ease of contacting Gwent Police (89%). 191 respondents had contacted the police themselves. The most common ways of contacting the police were by use of the 101 number (60% of calls made) and by calling 999 (14% of calls made). Victims of anti-social behaviour are most likely to use the 101 number (81%). Victims calling the 999 number were most likely to be victims of violent crime (48% of victims).

The main reasons given for dissatisfaction with ease of contact were the lack of action or slow response provided by the police and the length of time taken to get through to someone via the 101 number. Comments made on difficulties trying to get back in contact with the police after the initial report referred to the inability to contact the officer in the case.

Time of arrival at scene

The majority of victims of crime and anti-social behaviour (89%) were satisfied with the time taken for officers to arrive at the scene. 114 persons were visited by an officer. In the cases of burglary, vehicle crime and hate crime, more than 90% of victims were satisfied with the time taken for assistance to arrive at the scene. In cases of violent crime, 85% of victims were satisfied.

Treatment

Nearly nine out of ten victims were satisfied with the way the officers communicated with them (87%). In the case of victims of burglary, 96% of victims were satisfied with the way they were treated. In the case of

victims of violent crime, 82% of victims were satisfied with the way they were treated. The majority of respondents said that officers listened to what they had to say (95%), that communication was clear (96%), that officers dealt with them sympathetically (93%), that officers were polite (97%), took the matter seriously (92%), treated them fairly (94%), understood what mattered to them (92%) and made them feel reassured (84%).

Actions taken

Seven out of ten respondents were satisfied with the actions taken on their behalf (71%). Officers explained what they were going to do (81%), provided the victim with a reference number (86%) and gave the victim their contact details (55%). Some of the reasons given for dissatisfaction with the actions taken by the police were that the police response was too slow, too little or too ineffective.

Kept Informed

Respondents were less satisfied with this aspect of service than with any other. More than six out of ten respondents (63%) were satisfied with being kept informed of progress, ranging from 60% for victims of vehicle crime and violent crime to 67% for victims of burglary. Only 35% of the 166 victims of crime/hate were informed of the outcome of their investigation (ranging from 28% for victims of violent crime to 40% for victims of vehicle crime).

Most victims of crime were given the option to receive updates, ranging from 52% of victims of vehicle crime to 78% of victims of burglary (victims of anti-social behaviour were given the option to receive updates in 30% of cases). Fewer than half of these respondents (48%) received an update, ranging from 35% of victims of anti-social behaviour to 56% of victims of violent crime.

One out of five respondents (22%) re-contacted the police since they first reported the crime/incident. The most common reason for this contact (31%) was to obtain feedback about the incident. The other main reasons were to pass on new information (29%) and to report the same or a related incident happening again (29%).

Some respondents did not really expect an update unless the police had found something. Others wanted to be kept updated whether or not there was any change in the situation.

View of service taken as a whole

When asked how they viewed the service as a whole, three out of four respondents (74%) were happy with the service that they received (ranging from 67% for victims of violent crime to 89% for victims of burglary).

The service received did not change the respondents' view of the police service in the majority of cases (77%), although the opinion changed for the better for 12% of respondents and changed for the worse for 11% of respondents. 86% of respondents said that they would be very likely to report a crime or incident to the police again in the future (ranging from 81% for victims of anti-social behaviour to 95% for victims of burglary).

2.2.2 Outcome rates

This area was effectively reported within the Quarter 3 report. As an end of year comparison direct comparison between 17/18 and 18/19 the data will hold no statistical relevance. A significant number of crimes recorded through 18/19 remain open and "live" investigations and therefore have not yet been allocated a finalised outcome category.

2.3.1 Repeat victims of Crime/ASB

Crime Type	17/18 Total	18/19 Total	Year on Year Total Difference
All Other Theft	144	155	+ 11
Burglary Dwelling	89	106	+ 17
Burglary Non-Dwelling	21	30	+ 9
Criminal Damage & Arson	638	644	+ 6
Hate Crime	140	145	+ 5
Other Sexual Offences	33	32	- 1
Public Order Offences	287	605	+ 318
Rape	22	23	+ 1
Robbery	3	11	+ 8
Shoplifting	42	37	- 5
Vehicle Crime	88	92	+ 4
Violence with Injury	288	376	+ 88
Violence without Injury	1135	2030	+ 895
Crime Total	2930	4286	+ 1351

The number of repeat victims within Gwent increased year on year, for all crimes, by 46.3% (n=1351). The Business Intelligence System within Gwent police is now much better equipped to identify repeat victims across the board, thereby aiding the recording and monitoring.

The crime areas where victims were most likely to be targeted on more than one occasion were within Public Order, with many of these previously being recorded as low level ASB incidents, and Violence without Injury. A large percentage of the latter crime area is made up of Domestic Abuse incidents as well as Stalking and Harassment. Both of these areas have received a large amount of focus from Gwent police over the past year, with the ways in which these crimes are identified and recorded both improving. Therefore the increased number of repeat victims can in some ways be seen as a slight positive due to the fact a truer picture is now being uncovered as a result of better understanding and scrutiny within the force.

Repeat Victims (12 months) Year on Year Comparison			
ASB Repeat Victims	17/18 Total	18/19 Total	Difference
Total	3333	1687	-1646

Hate Crime Repeat Victims (12 months)			
Quarter	17/18 Total	18/19 Total	% Difference
Total	105	132	+ 25.7%

The number of Hate Occurrences has increased year on year by 8.2% (n=85). This has resulted in an even greater number being classed as Hate Crime, with this figure rising by 16.1% (n=98). This increase has been very evenly split between the East and West LPA's, with the majority being of a Racial nature (62.2%) followed by Homophobic (19.6%).

The largest number of Hate Crimes fall within the categories of Public Order and Violence without Injury, which is indicative of the general rise seen within these crime areas as a whole.

2.3.2 Arrest and VA rates

Number of Persons Arrested 2017/18 - 2018/19			
Crime Type	17/18 Total	18/19 Total	Year on Year % Difference
All Other Theft	64	55	- 14.1%
Bicycle Theft	1	1	0%
Burglary Dwelling	140	105	- 25.0%
Burglary Non-Dwelling	73	76	+ 4.1%
Criminal Damage & Arson	335	421	+ 25.7%
Drug Offences	420	444	+ 5.7%
Homicide	3	5	+ 66.7%
Miscellaneous Crimes	204	241	+ 18.1%
Non Notifiable Offences	1037	856	- 17.5%
Other Sexual Offences	128	123	- 3.9%
Possession of Weapons	69	84	+ 21.7%
Public Order Offences	370	400	+ 8.1%
Rape	97	126	+ 29.9%
Road Traffic	12	188	+ 1467%
Robbery	64	55	- 14.1%
Shoplifting	262	222	- 15.3%
Theft From the Person	39	46	+ 17.9%
Vehicle Crime	85	95	+ 11.8%
Violence with Injury	363	501	+ 38.0%
Violence without Injury	1174	1706	+ 45.3%
Other	628	588	- 6.4%
Total	5568	6338	+ 13.8%
Total as % of Crime	11.4%	11.0%	-0.4%

Although the number of people arrested for all crimes has increased by 13.8% year on year, the true figure, as a percentage of total crime has actually fallen by 0.4%, meaning that Gwent is arresting a slightly lower number of people per reported offence last year than in 17/18.

Voluntary Attendance Rates			
Quarter	17/18 Total	18/19 Total	% Difference
Q1	966	1018	+ 5.4%
Q2	1034	1053	+ 1.8%
Q3	921	934	+ 1.4%
Q4	927	860	- 7.2%
Total	3848	3865	+ 0.4%

2.5.1 Number of MARAC referrals/Missing children and repeats

Due to the increase in Domestic Abuse training for Police Staff, Police Officers, and Partners, compliance across all areas of Domestic Abuse recording and referral has increased year on year. This is particularly noticeable in referral to MARAC. The below table shows the increase of referrals to MARAC by 79% for the financial year 2018/19.

Police referrals themselves have increased from 46% 2017/18 to 55% 2018/19 of all MARAC referrals from all agencies. The closest referring agency is the Voluntary Sector at 22% of all MARAC referrals 2018/19. This shows that the awareness of MARAC and its ability to support and safeguard victims is very much at the forefront of Gwent Police employees minds when dealing with high risk victims of Domestic Abuse.

MARAC Referral Numbers							
Quarter	17/18 Total			18/19 Total			Total % Difference
	Initial	Repeat	Total	Initial	Repeat	Total	
Q1	64	23	87	196	56	252	+ 189.6%
Q2	106	35	141	201	78	279	+ 97.9%
Q3	122	32	154	209	65	274	+ 77.9%
Q4	167	46	213	186	78	264	+ 23.9%
Total	459	136	595	792	277	1069	+ 79.7%

Missing Children

The number of children being reported missing has decreased year on year by 3.8%. This is in large due to the positive, and on-going work, being carried out by the Missing Persons Team and Operation Quartz.

The fact that these numbers have declined is particularly positive given the warm and dry weather conditions seen during the summer of 2018, which historically is linked to more people going missing. Indeed, there was a spike during May and June due to this reason, but this was followed by a steady decrease in incident numbers throughout the rest of the financial year, resulting in the positive year on year decline that was achieved.

Newport continues to report the highest numbers of incidents, accounting for 43% of the total. Although the number of repeat incidents is also decreasing, on average just five children per month account for around 16% of total incidents.

Missing Children Occurrences (by Quarter) Year on Year Comparison 2017/18 - 2018/19			
Quarter	17/18 Total	18/19 Total	% Difference
Q1	1072	1297	+ 21.0%
Q2	1105	905	- 18.1%
Q3	894	655	- 26.7%
Q4	817	884	+ 8.2%
Total	3888	3741	- 3.8%

Repeat Missing Children (by Quarter) Year on Year Comparison - 2018/19			2017/18
Quarter	17/18 Total	18/19 Total	% Difference
Q1	155	158	+ 1.9%
Q2	130	134	+ 3.1%
Q3	123	94	- 23.5%
Q4	110	127	+ 15.5%
Total	518	513	- 1.0%

2.5.2 Number of DVPO's

DVPN Numbers			
Quarter	17/18 Total	18/19 Total	Difference
Q1	1	5	+ 4
Q2	3	20	+ 17
Q3	0	30	+ 30
Q4	4	16	+ 12
Total	8	71	+ 63

DVPO Numbers			
Quarter	17/18 Total	18/19 Total	Difference
Q1	1	8	+ 7
Q2	2	16	+ 14
Q3	2	20	+ 18
Q4	4	8	+ 4
Total	9	52	+ 43

Numbers of DVPNs and DVPOs have both increased significantly over the two-year period. This is largely due to the work being carried out by a specialist team to review incidents where they feel such action is required and then applying for the notices/orders accordingly.

3. Community Cohesion

3.2.2 Numbers engaged and consulted with.

During September 2018 a review of Your Voice was undertaken utilising a series of internal and external surveys with CSO's and members of the public alike.

80% of CSOs stated that Your Voice was not so effective/not at all effective in identifying the most relevant issues in a community.

82% of CSOs stated that Your Voice was not so effective/not at all effective in representing all sections of the community

65% of CSOs stated that partner agencies rarely or never involved in the Your Voice process

It took an average of 7 minutes for a CSO to complete each Your Voice survey

87% of CSOs stated that completion of the Your Voice survey was not an effective use of their time in engaging with the community

73% of CSOs stated that they were not so confident / not at all confident in the technology used to capture and record survey information.

84% of CSOs stated that Your Voice was not so effective/not at all effective in providing feedback to all survey respondents

73% of CSOs stated that Your Voice was not so useful/not at all useful at solving community problems.

In October 2018, the Your Voice process was suspended whilst an alternative approach to community engagement and priority settings was determined. During this interim period, each section continued to set localised priorities through traditional approaches that included ward and community meetings, police surgeries and social media platforms.

Having listened to the views of both the public and officers alike, Gwent Police have embarked on a new and exciting approach that will transform the way in which it engages and empowers communities. Notable changes will include:

- Significant reduction in priorities (no longer one priority per ward)
- Priorities based on threat, risk, harm, vulnerability or Organised Crime as determined by the local Policing Inspector
- Hard to reach groups involved in process based on protected characteristics (promotes inclusivity and cohesion)
- Partners within each of the 5 local authority community safety hubs have been provided with OSARA training to assist in problem solving identified priorities/issues
- Members of the community will be part of the problem solving process alongside police and partners to ensure greater resilience within and empowerment to communities.

The new engagement process was trialled within the Blaenau Gwent area during March 2019, whereby Gwent Police twitter followers were asked to complete an online survey to choose a number of priorities from a list of other priorities relevant to the area. Additionally, participants were also asked if they would become involved in the problem-solving process and management of those identified issues with 28 residents confirming that they would assist police and partners in resolving localised issues.

Following further consultation with all sectional leads, roll-out of this approach will take place before the end of April.

Members within our communities will have an opportunity to be consulted through a number of avenues, including social media and e-mail through more traditional approaches such as police surgeries and councillor ward meetings.

Additionally, each of the 10 policing sections will now provide quarterly updates to their KINS, Councillors and communities through a new bi-lingual newsletter.

Community Safety Hubs and Enhanced Partnership Tasking Arrangements

Over the past three months, Gwent Police have been instrumental in the creation of Community Safety Hubs throughout the force area. The local authority areas of Caerphilly, Blaenau Gwent and Monmouth have all 'gone live' in their approach to addressing community safety to complement the well embedded Torfaen hub model approach. Newport will be unveiling their hub on Thursday 16th May to ensure that all 5 local authorities have localised community safety arrangements that will individually report into the strategic Safer Gwent group.

The concept of the hub approach is centred around co-location and the sharing of office space, assets, furniture, resources and most importantly information. This is evident in their locations:

Torfaen:	Pontypool Police Station
Caerphilly:	Ty-Penallta Council Offices
Blaenau Gwent:	Ebbw Vale Police Station
Newport:	Malpas Fire Station
Monmouth:	Usk Council Offices

The hubs are multi agency collaborative meetings involving partners whose aim is to create safe, cohesive and resilient communities that complement the Well-Being objectives as directed by the PSB for that given area.

This has been further enhanced through the creation of a fortnightly partnership tasking meeting whereby all partners identify, problem-solve, safety plan and respond to identified vulnerabilities and demands within that local authority area. To assist in its delivery, Gwent Police are rolling out OSARA problem-solving training to all partners.

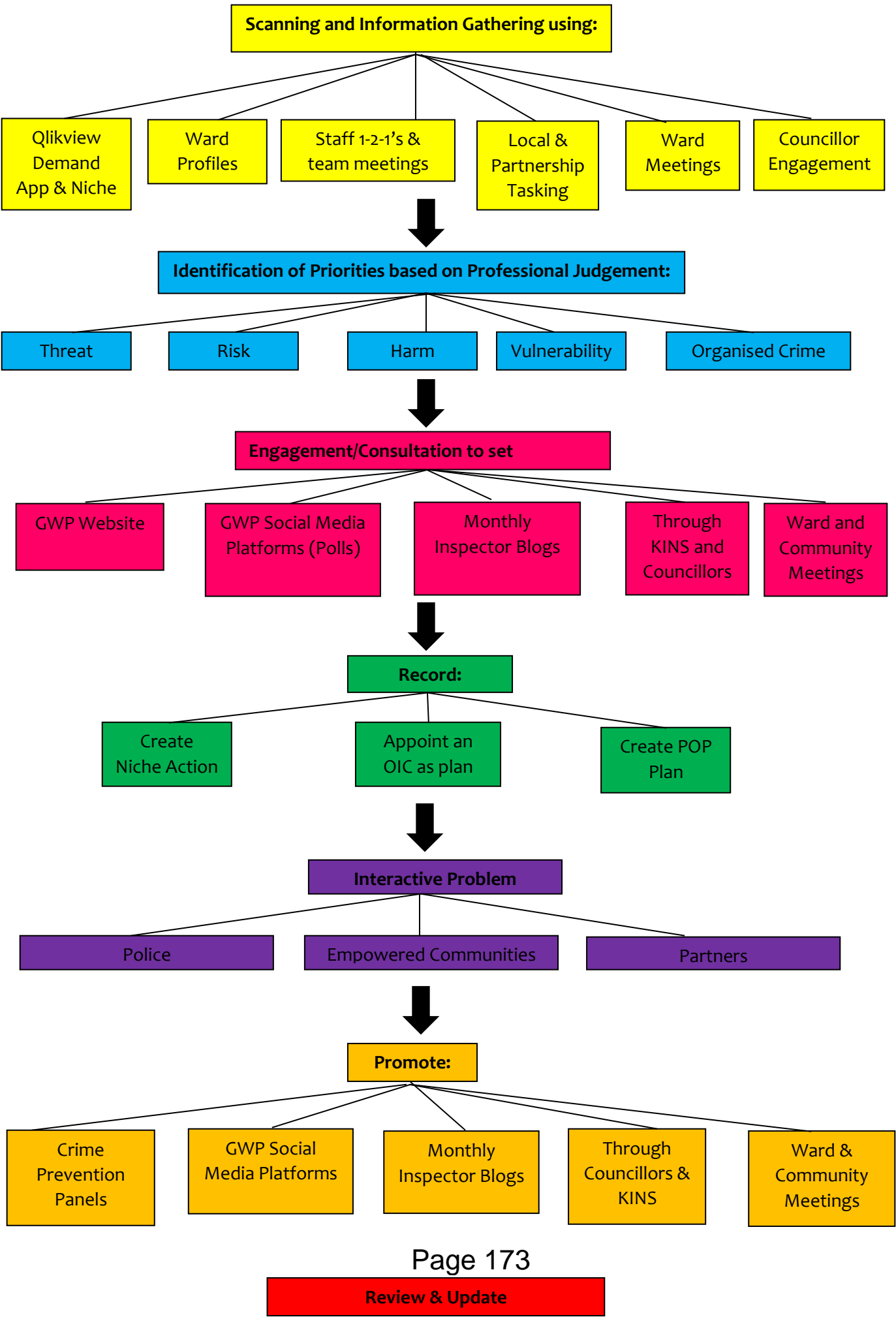
Common themes centre around repeat victims, prolific offenders, repeat callers, hot-spot areas for crime and ASB, community identified priorities in addition to other vulnerabilities identified by SWFRS, RSLs and other relevant partner agencies.

Gwent Police are currently formulating a Pan-Gwent WASPI to cover all 5 hubs in order to further enhance information sharing arrangements.

The Chief Constable Engagement requirements under the Police Reform and Social Responsibility Act 2011 (s.34), include:

- Obtaining the views of people at neighbourhood level,
- Regularly held local meetings for the public to engage with neighbourhood policing teams,
- Providing information to local people on how the Force are dealing with local crime and disorder.

Community Engagement and Priority Setting Flowchart



Citizens in Policing

In 2018, the force adopted a three-year Citizens in Policing (CiP) Strategy, with support from the Institute of Public Safety, Crime & Justice at Northampton University. The strategy aligns us to national strategies for Citizens in Policing that were launched in 2018-19. It defines our vision to grow and enhance the contribution of volunteering and community involvement in Gwent.

The force is participating in two national pilot projects that have been successful in receiving Police Innovation Funding: The Joint Response Unit, an innovative collaborative initiative with Welsh Ambulance Service Trust, and the All-Wales Collaborative Model to develop new recruitment approaches, training models, and pathways for the Special Constabulary.

The Strategic Steering Group in Gwent oversees volunteering, including the sub-groups of the Special Constabulary, Cadets, Police Support Volunteers (PSV's), and Mini Police. It sets strategic direction for the CiP programme and scrutinises and supports delivery, ensuring that we make the most effective use of resources. In November 2018, we created a full-time Citizens in Policing Coordinator to oversee the development of volunteering.

We launched the Mini-Police Programme at several pilot schools in October 2017. Following early success, it has now been extended to 24 schools in deprived areas across Gwent. The schools chosen have a long commitment to finding community-based solutions to overcome the impact of deprivation on their pupils, raise achievement, and realise the future aspirations of pupils from diverse backgrounds. The Mini-Police initiative aligns well with the current focus of Welsh Government, education, and public services in Wales on addressing Adverse Childhood Experiences.

3.3.1. Feedback from IAG

IAG have provided assistance to the force in regard to community relations following the transgender murder that occurred in Gwent in 2018. IAG members also attend Equality meetings in respect of stop and search and use of force scrutiny.

There is scope to improve on the effectiveness of the relationship between the force and the IAG, this has already been identified by the Chair of IAG, Nick Lewis. Improving the opportunities to benefit from engagement with IAG will be one of the priority work-streams for Diversity and Inclusion in the financial year 2019/20.

3.4.1 BAME and disadvantaged communities and workforce representation.

The force equality meeting undertook a 3-year analysis of our workforce. This was to better understand progress and gaps in relation to representation across Protected Characteristics.

Gwent has a visible BAME population of 3.9%.

2. Visible BAME representation has increased from 1.5 to 2.2% for Police Officers
3. Visible BAME representation has increased from 1% to 1.4% for Police Staff
4. Visible BAME representation has increased from 3.8% to 4.7% for CSOs

Although BAME representation is lowest amongst staff, the greatest risk to perceived legitimacy is posed by BAME under-representation is with Police Officers. Visible BAME officers contribute to increased community confidence, legitimacy and transparency. A concern remains about the lack of BAME officers above the rank of Sergeant.

Positive Action Outreach Officer Brian Amos engages with and raises awareness of Gwent Police recruitment opportunities to the BAME and Impoverished members of the Gwent Communities, so that Gwent Police are more representative of the community they serve.

Communities that do not see themselves reflected in the demographics of their Police service are less likely to have confidence in the way that they are policed, which can lead to significant community tensions. Rapidly changing communities enforce the need to make sure our workforce has a range of skills and knowledge (for example, language, cultural understanding) which equip them to do their jobs effectively. In order to attract and retain colleagues that go on to reach their full potential, we need to establish and foster an inclusive culture which embraces and values difference.

Brian has hosted a number of awareness events across the county raising the profile of Gwent Police within hard to reach communities. This work will continue throughout 2019/20 with events planned with key stakeholders.

Sexual Orientation

- Total workforce identifying as LGB has increased from 0.80% to 2.6%
- Levels of non-disclosure have reduced from 78% to 58%; however, this still impacts of validity of data

There are no definitive figures relating to sexual orientation within the wider population so it is difficult to ascertain whether our workforce is currently representative. Levels of non-disclosure have an impact on our ability to understand the sexual identities of our workforce.

Disability

- 14% of the workforce have not disclosed whether they have a disability
- Rates of disabled officers and staff have remained constant over a 3 year period (2% and 4% respectively)

Key Actions Taken

- A focus over the next period on understanding and informing wider workplace culture and supporting BAME officers/CSOs through a series of practical interventions
- Scoping opportunities to work with disability organisations and employment specialists to increase inclusivity and offer further opportunities for disabled people to join Gwent Police
- Scoping the reintroduction of Springboard, and preparing a staff promotion survey to understand barriers to promotion, in particular for female and BAME officers

Positive action over the last period has continued to focus on recruitment of BAME officers, alongside a drive to recruit more Welsh speaking personnel in order to support the delivery of a bilingual service. We have successfully recruited a number of BAME officers, both male and female, and Welsh speakers into key roles including our Force Communications Suite.

A 12-month talent management course specifically for BAME officers is concluding. A second course is planned. We have recruited a Positive Action Outreach Officer who will greatly enhance our capacity develop a long-term representative workforce strategy, cognisant of the NPCC's national toolkit, to improve levels of retention and progression, as well as recruitment.

The implementation of Policing Education Qualifications Framework (PEQF) will be monitored closely to ensure equality of opportunity for people from lower socioeconomic backgrounds.

GENDER PAY GAP REPORTING 2018/2019

PAY QUARTILES

This outlines how many men and women are in each quarter of the Gwent Police payroll. The upward arrows demonstrate an increase in female representation compared to last year. The top quartile represents the highest earners, and the lower quartile represents the lowest earners.

PAY QUARTILES	UP/DOWN	2018	2018	2017	2017
		% FEMALE	% MALE	% FEMALE	% MALE
Top Quartile	↑	27.4	72.6	25.3	74.7
Upper Middle Quartile	↑	36	64	34	66
Lower Middle Quartile	↑	57.7	42.3	54.2	45.8
Lower Quartile	↓	57.5	42.5	62.3	37.7

POLICE OFFICER FIGURES ONLY

PAY QUARTILES	UP/DOWN	2018	2018	2017	2017
		% FEMALE	% MALE	% FEMALE	% MALE
Top Quartile	↑	24.3	75.7	22.1	77.9
Upper Middle Quartile	↑	28.7	71.3	26.9	73.1
Lower Middle Quartile	↓	34.2	65.8	34.8	65.2
Lower Quartile	↑	42.4	57.6	39	61

POLICE STAFF FIGURES ONLY

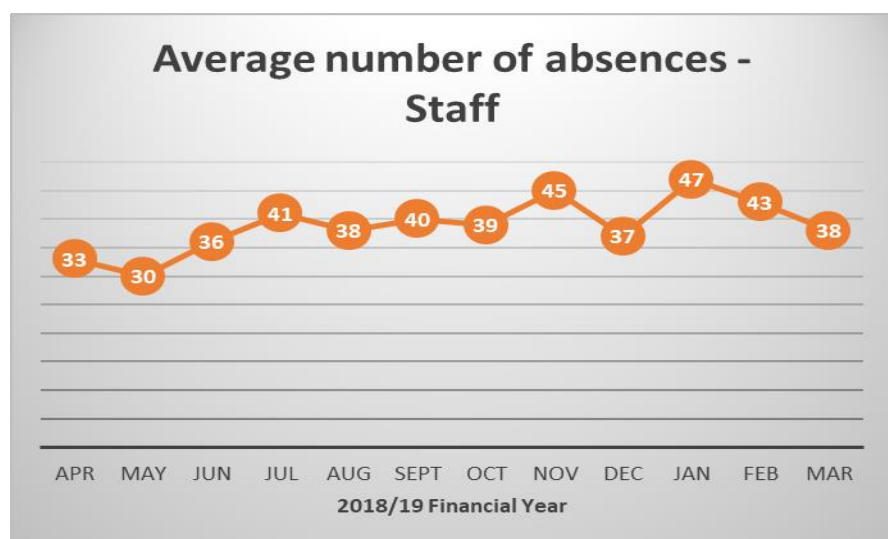
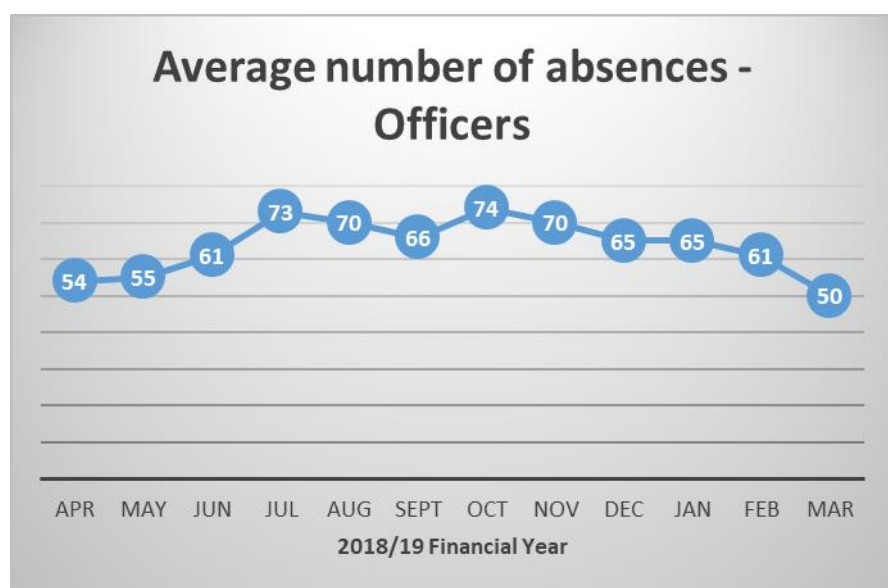
PAY QUARTILES	UP/DOWN	2018	2018	2017	2017
		% FEMALE	% MALE	% FEMALE	% MALE
Top Quartile	↑	60.7	39.3	60.1	39.9
Upper Middle Quartile	↑	59.2	40.8	54.3	45.7
Lower Middle Quartile	↓	63.9	36.1	68	32
Lower Quartile	↓	78.8	21.2	82.1	17.9

- Female representation in the top, upper middle and lower middle pay quartiles of all police personnel has increased
- Female representation in the top, upper middle and lower pay quartiles of police officers has increased

- Female representation in the top and upper middle pay quartiles of police staff has increased
- Mean pay gap for all police personnel has improved
- Median pay gap for all police personnel has worsened
- Median pay gap for police officers has improved
- Mean pay gap for police officers has worsened
- Both mean and median pay gaps for police staff have improved

All female constables and sergeants to participate in a survey on removing any barriers to promotion and are currently evaluating the results. The female support network (Gwent Women in Policing) continue to encourage officers and staff to challenge our processes, alongside staff association colleagues, to ensure that our processes are fair and inclusive. The force has worked with external consultants to examine the internal promotion processes to ensure that they are fair and transparent.

1.4.2/3 Absence Rates and Occupational Health referrals



Absence figures were on an upward trend through the first half of 18/19 before improving towards the end of the year. It is clear that this downward trend has continued into the first quarter of 19/20 (not yet reported). There has been a clear focus on upskilling supervisors in managing absence and signposting staff to appropriate Occupational Health assistance. Attendance management training commenced in February 2019 and 80% of all supervisors have now been trained.

A number of wellbeing and health initiatives took place throughout the year including flu vaccinations, the provision of fitness/wellbeing classes and regular promotional activity for healthy living.

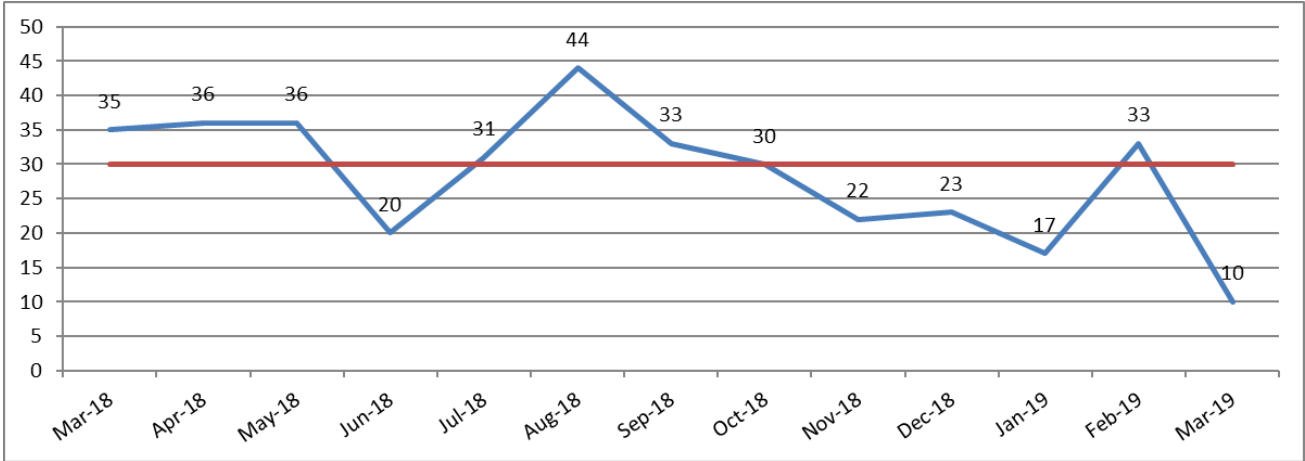
During the year a Wellbeing Communication Plan was designed to promote and embed all aspects of Wellbeing. The post of Wellbeing Officer was created and they drive all Wellbeing activity across the force.

Senior officer continue to provide excellent support to Police Sport within Gwent. Participation levels across a range of sports are at their highest level for a number of years.

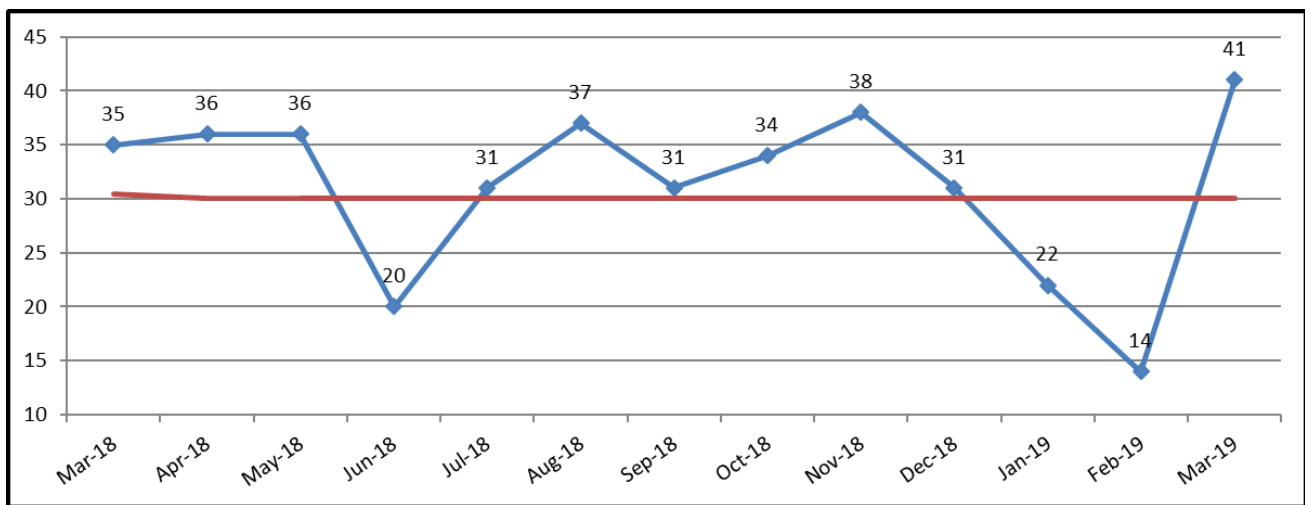


Referrals into the Occupational Health Unit are now an embedded part of the recent Attendance management training. There has been a steady upward trend throughout the year with a significant drop in referrals in December 2018.

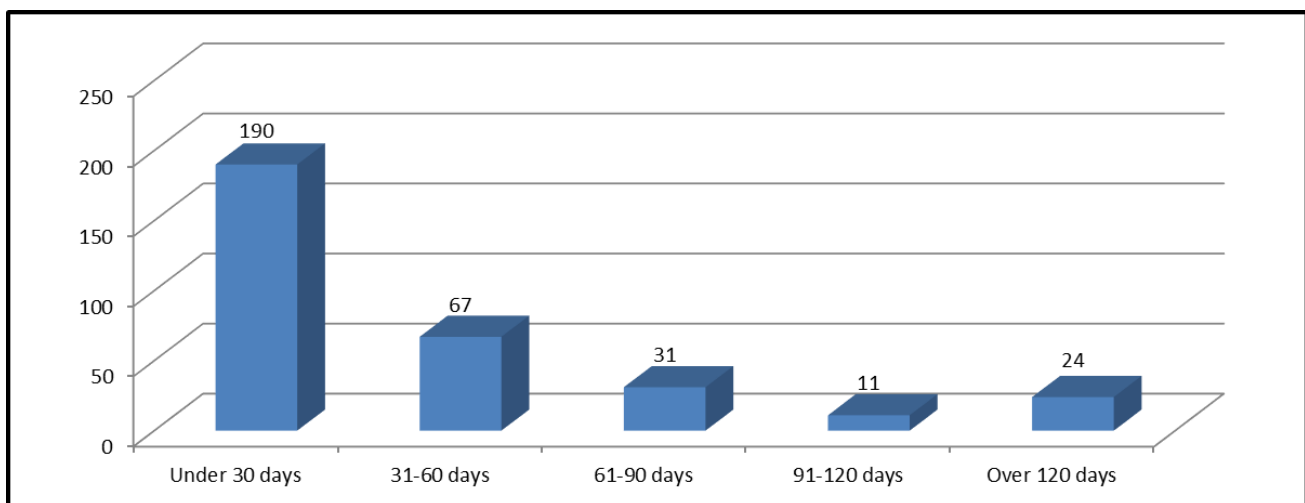
3.4.4 Number of complaints



Investigations completed



Length of Investigations completed.



The Professional Standards Department continue to focus on the timeliness of recording and getting the process right first time for the benefit of the complainant and the members of staff involved.

On a national level we locally resolve (LR) a lower percentage of cases than many forces and as a result conduct a higher percentage of investigations. We are aware that this is as a result of us deciding to conduct proportionate local investigations in cases where there is any indication of reluctance to engage in the LR process on the part of the complainant. This has previously been discussed with the IOPC Oversight team; it has not impacted on our timeliness and is a process that works well for us.

We have seen an increase in the number of withdrawals over the past 12 months, particularly in recent months. This is mainly due to two factors:

- A change of staff and processes when dealing with performance complaints – we have two dedicated Sergeants who are experienced, knowledgeable and have the time to meet with complainants, listen to their views and explain the officer/s’ actions; which can result in the withdrawal of the complaint.
- The introduction of Body Worn Video which has enabled these Sergeants to show the complainant the footage of their incident, again, this has resulted in withdrawal of complaints.

Although the level of Withdrawals is higher than most forces, we also have one of the highest levels of complaints recorded per 1000 staff so this would appear to provide a suitable national comparison. We have trialled moving to a process of early service recovery rather than recording and withdrawal but this impacted on our recording timeliness so intend to continue with our current process.

We provide good on-line reporting facilities and also encourage staff to complete the on-line complaints forms for matters they are unable to resolve there and then. This is in line with the IOPC guidance but results in more complaints being recorded than in forces where the complainant may be passed to a local supervisor for service recovery in the first instance.

The ratio of allegation categories has remained relatively consistent year on year, with Neglect of Duty remaining by far the biggest category for complaints; which is in line with most forces.

Whilst Neglect can be a catch all for allegations that do not fit within the other available options, in general terms, complainants were unhappy with:

- Poor quality of service provided.
- Failure to investigate
- Being kept up to date/informed.
- Failure to contact

There is no indication that the failure to investigate allegations are linked to the Investigation Framework and PSD complaints data is supplied to the IF Gold Group.

4. Tackling Anti-Social Behaviour

4.1.1. Incidences of ASB

AREA	17/18 Total	17/18 Quarterly Average	18/19 Total	18/19 Quarterly Average	Year on Year Total % Difference
East LPA	7601	1900	4826	1207	- 36.5%
West LPA	10142	2536	5962	1491	- 40.9%
Total	17743	4436	10788	2697	- 39.2%

Levels of Anti-Social Behaviour (ASB) have dropped significantly over the past year by 39.2% force wide. One of the main reasons for this large decrease is due to the way in which ASB is now recorded, with many incidents previously recorded as ASB now being recorded as Public Order crime. This is another contributory factor that has seen Public Order offences within Gwent rise at the same time as ASB has declined.

Of the total 55% occurred within the West LPA, and despite falling numbers 51% of calls relating to ASB still received an Emergency or Priority response grading.

4.2.2. Repeat Incidences of ASB

Repeat Victims (12 months) Year on Year Comparison			
ASB Repeat Victims	17/18 Total	18/19 Total	Difference
Total	3333	1687	-1646

4.1.2 Appropriate crime recording practices

All Neighbourhood Officers and Community Support Officers received a bespoke input around the identification of crimes at ASB incidents. It is clear to see from our rise in minor public order offence and non-physical contact violence offence that this has ensured we are identifying and recording these crimes.

The force and moving towards a process of recording crimes at First Point of Contact and crime recording training is being delivered to all operators. During the reporting period 19/20 all staff within the control room will be recording all crime types at First Point of Contact. Within this transition period the Timeliness Team review all Storm logs and record the crimes accordingly, to ensure we record the appropriate crime within the specified 24 hours. The Timeliness Team also review occurrences created direct onto Niche from the Public Protection Department and record these as crimes if appropriate.

The Data Audit department conducts monthly audits for our NCRS compliance, to ensure all crimes are recorded correctly and ethically. They also conduct daily searches for all sexual offences, Stalking/harassment, N100 (Reported incidents of Rape) and Action Fraud offences to ensure these are correctly recorded.

For crimes that have been allocated to Police Officers, to record the crime they either have to contact the Crime Management Unit when the unit is open, or submit a crime pro-forma during the night shift and this will be picked up and recorded as a crime the same morning.

4.3.1 Local Action Plans for ASB

A response to an emerging localised community issue through consultation with communities and KINS through surgeries/meetings/online priority setting surveys.

Through reviewing demand within a section via the Qlikview analytic tool for local tasking purposes based on crime, ASB and vulnerability factors. This is formulated into a document that is created for local tasking purposes. Local tasking occurs weekly or fortnightly (dependent upon section) which ordinarily has representatives from the local policing team, FIO, CADRO, IOMU, Op Quartz and CID.

Via the recently introduced community safety partnership tasking meetings. Each local authority area now holds fortnightly partnership tasking meetings that review vulnerability and demand for the area that have been identified by police and partners. It involves a people and places concept and has representatives from police, community safety, SWFRS, RSLs, ASB Coordinator(s), YOS, Youth Service, Positive Futures and other interested invitees.

Action plans are created within Niche in the form of POP (Problem Orientated Policing) Plans where plan owners are identified (ordinarily local ward manager). Neighbourhood officers underwent OSARA problem solving training in January 2019 that has been extended to all partners that sit within the community safety hubs throughout the force. This allows for a more consistent approach to how problems are identified, analysed and addressed. Furthermore, in April 2019, members of the community will be invited to become part of the problem-solving process with police and partners. This approach is very much about empowering communities to manage their own identified issues and by doing so becoming more resilient.

Each local policing team is responsible for populating their own POP Plan which is currently reviewed by either the local CADRO or NHP Sergeant.

Often the most ignored part of the SARA problem-solving model is Assessment. This involves evaluating the impact of a particular response and the ability to undertake a different approach if the existing response was ineffective. Therefore, all ASB plans should contain positive outcomes/performance indicators within the 'Assessment' section of the SARA Plan if the success of a police/partner intervention is to be realised.

Positive outcomes or performance indicators can be quantitative or qualitative.

Reduction in ASB incidents, ASB referrals and repeat victims of ASB, in addition to bringing more persons to justice are all measurable outcomes that evidence success. These figures can be gleaned from Qlikview and community safety departments.

Alternatively, success can be captured in the form of case studies, which identify intervention measures by police and partners that has had a positive, profound effect on offender, victim and communities.

Success of an ASB plan can also be gauged from residents, KINS or councillor feedback via surgeries and meetings. Feedback through social media platforms (Facebook, Twitter) in addition to the innovative Social Media Desk can also be captured which provides an indication of success.

Local public confidence surveys are pivotal in determining public opinion around ASB and general community safety issues in a locality. Equally, there are opportunities for senior officers to understand victim's experiences through the monthly CARES checks. This affords the force the opportunity to 'test' if its engagement and/or intervention has been a successful one for the person subject to ASB or crime.

Each local authority area either has a dedicated ASB officer / Coordinator that assumes these responsibilities. With the creation of the community safety hubs and enhanced tasking partnership arrangements, police and partners are working far more collaboratively than ever before with their

respective ASB coordinators. This often involves daily contact where partners are co-located in one office where ASB strike process decisions are undertaken.

Each local authority differs in their approaches but ordinarily each coordinator will chair regular meetings with partners to discuss ASB perpetrators (triggered by frequency of offending) to look at intervention and support for that individual.

The OPCC created a pan-Gwent ASB coordinator's post several years ago to ensure consistency across each local authority area.

4.5.1 ASB Victim Satisfaction Surveys Percentages.

Between April 2018 and March 2019, 38 victims of anti-social behaviour took part in a telephone survey that asked them about the quality of the service they received from Gwent Police. The majority of victims contacted the service using the 101 number (81%) and were satisfied with the ease of contact (82%). They were also satisfied with the way they were treated (90%) and agreed that officers listened and communicated clearly and that they were sympathetic, polite and reassuring. However, when considering the service as a whole, seven out of ten victims were satisfied with the service they received (70%). Aspects of the service that were less satisfactory to them were as follows: the time it took an officer to arrive at the scene (74% of respondents satisfied); the actions that were taken (66% of respondents satisfied); and being kept informed of progress (63% of respondents satisfied). Only 30% of respondents had the opportunity to receive updates and only 13% of respondents were re-contacted. Having said this, most victims would contact the police service for assistance again in the future (80%).

4.7.1 Breakdown in calls for 101 and 999

	17/18 Total	18/19 Total	Year on Year % Difference
Total 999 Calls	75871	83269	+ 9.8%

	17/18 Total	18/19 Total	Year on Year % Difference
Total 101 Calls	219967	221235	+ 0.6%
101 Answered	173634	181415	+ 4.5%
101 Abandoned	46334	39847	- 14.0%

	17/18 Total	18/19 Total	Year on Year % Difference
Total Switchboard Calls	83770	80677	- 3.7%
Switchboard Answered	59993	59404	- 1.0%
Switchboard Abandoned	23777	21274	- 10.5%

In line with the rise in the number of offences being reported, both 999 and 101 call numbers increased year on year by 9.8% and 0.6% respectively. However, during the same period the number of calls received by the switchboard actually declined by 3.7%. This may be due to alternative avenues which are now open to the public to contact the force, such as via the internet or social media.

There is a continuous improvement plan in place which has been evidenced. The plan both mitigates against abandoned rate in the first instance, provides further accessibility options and allows for review of any repeat abandoned callers. As part of this plan the call routing has been revised and reviewed, a call-back facility has been piloted and now introduced, a Social Media Desk has been introduced to provide further accessibility options and we are in the process of testing a live time report on abandoned data. The live time report will allow us to determine whether, within the 24 hr period, callers have later reconnected and made contact with the call centre – early indications show that the % of abandoned calls that later do not connect is miniscule in relation to the total abandonment figure. This is still being reviewed in order that the report can also eliminate those contacts that are later re-contacted by the call centre. Furthermore, part time call handler posts have been introduced to coincide with peak demand and abandonment spikes working a specific Monday to Friday pattern. Year on year improvements can be seen since December 2018.

Incident by Type			
Quarter	17/18 Total	18/19 Total	% Difference
Admin	34417	30435	- 11.6%
ASB	17761	10757	- 39.4%
Crime Related	49006	54816	+ 11.9%
Open Log	10	687	+ 6770%
Public Safety & Welfare	54167	53517	- 1.2%
Transport	34148	33235	- 2.7%
Total	189509	183447	- 3.2%

Incident Response Grade			
Quarter	17/18 Total	18/19 Total	% Difference
Emergency	43795	46267	+ 5.6%
Priority	42849	45631	+ 6.5%
Scheduled	38527	29444	- 23.6%
Telephone Resolution	64337	62100	- 3.5%
Other	1	1	0%
Unclassified	0	4	+ 400%
Total	189509	183447	-3.2%

In terms of response grading a larger proportion of calls were recorded as Emergency (+5.6%) and Priority (+6.5%), with numbers of Scheduled responses falling (-23.6%). The numbers of calls dealt with without deployment, via telephone resolutions, also declined by 3.5%.

In addition to the overall increase in 999 demand there is currently scheduled desk pilot in place at the moment reviewing all calls that are classified as scheduled . This is to identify where there are potentially other ways by which they can be dealt with an alternative resolution (ARM). This may be additional more appropriate advice at FPOC or signposting to another agency. This has seen us significantly reduce the number of schedule calls however this may have had an indirect impact on priority calls in that many may be

“overgraded” by staff to avoid the scrutiny from the scheduled desk. The pilot is due to finish in 6 weeks and will be fully evaluated with consideration as to the next steps.

4.7.4 Evidence of a linked Communication Strategy

IN January 2019 a Corporate Communications plan was devised with input from appropriate partners and stakeholders, including the OPCC’s office. The plan will be reviewed quarterly at which time additional bids for service are reviewed. The plan identifies whether work being undertaken is internal, external or campaign led and the appropriate resource with the appropriate skills set is allocated.

Evaluation has been a clear and identified gap for the department and whilst statistics can be obtained in terms of “reach” there was little understanding of what works. The intent moving forward is for the department to evaluate both qualitatively and quantitatively the work undertaken by the team – there should also be a basic understanding of costs associated. This will allow the team to direct their activities towards what actually works.

In January 2019 Insp. Seymour introduced a governance structure which aligned to the overarching force governance structure. The Head for Corporate Communications, once the post is filled will report into the Deputy Chief Constable – as per the existing structure. Monthly performance meetings are undertaken and reports and updates are provided to the Operational Effectiveness and Efficiency Board (OEEB) In addition a full review has been undertaken of all existing policies, strategies and plans to ensure a sound and consistent infrastructure is in place. As a result the following is underway –

- Jointly with the Communications Team from the OPCC the Joint Communication and Engagement strategy has been reviewed. A separate Gwent Police delivery plan has also been developed – both documents have been submitted for the attention and review of OEEB.
- A Social Media Strategy is in the process of being formulated and a draft version will be shared shortly forcewide for review. This work has been informed by the NPCC National Social Media project, its research and the current version of the Local Implementation Guidelines. It’s also supported by the work undertaken by David Bailey (the national project lead) and Rachel York who visited the force and the department in March 2019. An account policy will also be put in place to support this
- Additional training has been undertaken in relation to crisis communications and as such the procedure currently in place will be updated and refreshed

In terms of the Vision for the force it has been agreed that one of the Joint Priorities for Gwent Police and the OPCC’s Office is Corporate Communications. An element of this will be SPB scrutiny around communications plans and structures and a review to understand the “public affairs” responsibility of the role.

4.7.5 Evidence of co-operative Partnership Approach

Safer Gwent

The Safer Gwent group was established in order to work with key community safety partners and provide strategic direction and a structured approach to Community Safety across the five local authority areas of Gwent.

Safer Gwent is made up of representatives from the local authorities, the local health board, registered social landlords, voluntary sector, youth offending services and the probation and rehabilitation services.

The group aims to develop a collective community engagement approach to enhance partnership working with a view to achieving better outcomes in tackling anti-social behaviour, preventing re-offending and supporting victims.

Safer Gwent will meet quarterly and enable information sharing to facilitate enhanced partnership working; influence existing funding opportunities to support the Commissioner's Police and Crime Plan priorities; map existing community safety services to identify duplication and gaps in service provision; and provide information to support commissioning of community safety services.

Tri Service Demand and Intelligence Hub

The Tri-Service Demand and Intelligence Hub was agreed by blue light partners in 2017. It brings together staff from the blue light services to share information dealing with demand, resourcing and intelligence.

The primary purpose of the Hub is to improve the delivery of services across the involved partner agencies through the identification of hotspots, repeat and frequent callers, unmet and predictable demand and resourcing gaps. The opportunity to share information and intelligence regarding people and premises will enhance our ability to identify and deal with vulnerability, enabling more efficient and effective services to the public.

Principally, the co-location of what were previously disparate functions, across separate agencies on different sites, will bring together experience and understanding of the resource and demand picture across blue light services, and provide joint access to real-time and accumulated data sources.

Command and Control and record management systems operated by Police, Fire and Ambulance are used in the first instance to manage the receipt of emergency calls and the dispatch of resources to deal with need.

In the course of delivering this function, significant and valuable data is gathered which is presently stored and used to inform decisions and accountability within the owner agency.

The usefulness of the Tri-Service Hub is grounded in the greater insight and clarity that is brought to partners' understanding by combining and overlaying otherwise incomplete data to present a coherent picture of shared demand and risk.

This process will underpin the delivery of products, based on a shared understanding, which will inform operational and organisational decisions.

5. Efficient and Effective Service Delivery

5.3.1. HMICFRS Feedback

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire and rescue services.

Throughout 2018-19 the force has been inspected by HMICFRS in the following areas:

Hate Crime

This thematic inspection reported on the national police response to Hate Crime. Gwent Police was one of six forces visited by the inspectorate to complete fieldwork activity, that combined with the data returns from each force in England and Wales informed the overall national report published by HMICFRS. The inspectorate praised the force's approach to dealing with Hate Crime, specifically saying:

"In Gwent Police, in particular, we found a structured approach to dealing with hate crime, with many examples of positive practice. These included:

- using hate crime 'champions' to contact victims and provide follow-up support;
- effective audit arrangements to make sure the force had applied hate crime flags correctly; and

a 'cyber community support officer', recognising that hate crime is increasingly taking place in online communities".

Crime Data Integrity (CDI)

HMICFRS completed a force specific inspection on CDI and published their report in December 2018. The force received an overall grading of Requires Improvement. The Inspectorate acknowledged the force has made significant progress since the previous CDI inspection completed in 2014, saying:

"the force has improved its crime-recording processes since our 2014 report. In particular, we found it has:

- reformed its communications suite processes;
- increased its ability to record certain crimes at first point of contact, where enough information exists to do so;
- set up a quality assurance framework in its communications suite to improve standards, service and crime-recording compliance;
- introduced a team in its communications suite that is responsible for making sure identified crime reports are recorded within 24 hours;
- fully implemented all the recommendations set out in our 2014 report; and
- fully implemented all the recommendations set out in a national action plan developed to improve police crime recording"
- The force has developed an action plan to address the areas for improvement identified within the report and this is overseen at Chief Officer level by the Assistant Chief Constable.

Child Protection

In February 2019, HMICFRS conducted their National Child Protection Inspection of Gwent Police that examined the effectiveness of the decisions made by Gwent police at each stage of their interactions with or for children, from initial contact through to the investigation of offences against them. HMICFRS also

scrutinised the treatment of children in custody, and assessed how the force is structured, led and governed, in relation to its child protection services.

Whilst the force is awaiting the formal inspection report, the inspectorate has provided the following feedback:

- The Chief Constable, his senior team and the Police and Crime Commissioner (PCC) are clearly committed to protecting vulnerable people, including children. This shows in both the PCC's police and crime plan and in the force priorities
- Throughout the inspection, there were example of good work by frontline officers responding to incidents involving children. Officers and staff who manage child protection investigations are committed and dedicated. They often work in difficult and demanding circumstances

On receipt of the formal report, an action plan will be devised by the force to address any recommendations provided by HMICFRS.

Counter Terrorism Prevent Inspection

In January 2019, the force took part in a one-day inspection by HMICFRS on the prevent element of counter terrorism. This is a thematic inspection that HMICFRS are conducting in each force area before producing a national report on 'How effective is the police in contributing to Prevent.'

Joint Inspection of Domestic Abuse Evidence led prosecutions

A national thematic inspection conducted with Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI) in which Gwent Police was one of four forces chosen for inspection. The inspection will contribute to a national report that seeks to answer the question of 'Do police officers and prosecutors dealing with domestic abuse cases routinely seek to build a sound evidential case via the use of evidence other than simply that of the victim?'

This inspection was conducted in March 2019 and no formal feedback has yet been received.

The forces is preparing to submit its second Force Management Statement (FMS) in the FMS Round 2, following submission of FMS1 in May 2018. The Force Management Statements is a self-assessment that Chief Constables prepare and provide to the HMICFRS each year that explains

- the demand the force expects to face in the next four years;
- how the force will change and improve its workforce and other assets to cope with that demand;
- how the force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and
- the money the force expects to have to do all this.

The findings of the FMS provides forces with an understanding of their future demands and gaps and help inform the Integrated PEEL Assessment (IPA) and the extent of future HMICFRS inspections. It is the intention of the force to embed the findings of FMS2 in its governance structure.

The force is preparing for their next PEEL (Police Efficiently, Effectiveness and Legitimacy) inspection scheduled to take place in July 2019. HMICFRS have changed their approach to PEEL inspections moving away from three individual inspections to one risk based integrated PEEL inspection with year round fieldwork and a review of the force's perceived risk areas gained through reviewing previously identified areas for improvement and 6-monthly data requests. The Governance and Performance Team has submitted two full data requests to the HMICFRS within the last 12 months. In adopting this approach to

inspections, HMICFRS have informed the force that they will not inspect in three of the 10 PEEL questions areas as sufficient assurance is available to the inspectorate in these areas .

The force register currently contains 63 active areas for improvement or recommendations made by HMICFRS. It must be noted that not all of these are directly related to Gwent Police. By adopting a process of continuous improvement the force records all recommendations made in national thematic reports for which Gwent Police has not been directly involved with, in order to benchmark the force's position and make any necessary changes and improvements. Eleven Areas for Improvement/Recommendations were closed in the last 12 months.

Performance and progress against Areas for Improvement is monitored and scrutinised by Chief Officers in their monthly performance boards. This ensures robust governance and accountability of business leads in ensuring all areas identified by HMICFRS are progressed to improve the service provided to the communities of Gwent.

The Deputy Chief Constable meets with the HMICFRS force liaison lead on a monthly basis to discuss progress.

The force recently hosted the first All Wales Advisory Group chaired by HMI Wendy Williams. The purpose of the group is to provide an opportunity to develop and enhance HMICFRS relationships in Wales and to improve awareness of the devolved and non-devolved landscape in which Welsh police forces operate so that this can be considered as part of HMICFRS inspections

5.4 Evidence of Best Practice and Continuous Improvement being used.

The Head of Change has reviewed the change programme and developed a prioritisation matrix which has been approved through the Service Improvement Board governance. There are currently 117 different pieces of change activity which have been identified through this exercise. The prioritisation matrix agreed includes the following weighing:

Policing Vision 2025 – 30%

Collaboration (All Wales) – 20%

Operational and Business Efficiency – 25%

Organisational Risk – 25%

Additional factors include assessing each change initiative against statutory and time critical changes.

New change initiatives are assessed against these criteria and presented to Service Improvement Board for consideration before being included in the programme. This improvement in Programme Management has resulted in improved oversight of the overall change programme and prioritisation being undertaken as part of the Force Governance Process. In order to support this number of change initiatives investment has been agreed in the change function and recruitment is on-going for additional Project Managers, Project Support Officers and Business Benefits Officer. Service Improvement Board considered the investment in these posts against the benefits of the work being undertaken and the business case was supported.

Gwent Police Continuous Improvement week was a success and during this week the change team undertook continuous improvement activities throughout the force and used the force intranet site "The Beat" to advertise and communicate with staff. During the week the Force also hosted the National Process Evolution user group conference which reviewed how forces are considering and assessing demand and shared best practice in this area. As a result of the week the change team are working through over 200 suggestions for efficiency, issues and improvements and developing an action plan which will be used during review and change activity.

Continuous Improvement activity has also included the culmination of the ACADEMI Wales Continuous Improvement Course where 10 members of Gwent Police staff have qualified as practitioners and developed a greater understanding of the methodology utilised in change.

5.4.1 Reports on Service Improvement, efficiencies and impact

The following organisation reviews have been considered through the Service Improvement Board governance.

A post implementation review of the Fraud and Economic Crime Unit review from 2016. During 2016 financial savings of £792,911 were achieved. The post implementation review requested an investment for additional financial investigators in the amount of £11,406. The review also reported that forward planning had been put in place to train replacement financial investigators due to projected retirements in the department.

An out-turn report from the newly created income generation officer reported on the work to improve processes around sponsorship and income generation was approved through Service Improvement Board and work was tasked to review the role profile for the post to better reflect the activities of the post holder.

A project has been agreed to review the working arrangements for property management. The current Force Property System will be replaced by a property management module in Niche the force records management system with the aim to improve efficiency for operational officers in the management of property. The board approved temporary resources to support this change project.

Service Improvement Board also approved an increase in staffing within the estates and amenities department as a result of the post implementation review in this area. Demand in this area has increased since the review in May 2017 which achieved financial savings in the amount of £89,919 and this was being covered through the utilisation of overtime. The approval to increase the establishment by 1 x WTE will reduce the amount of overtime and the costs have been approved as an offset against the overtime budget for this area.

New projects commenced since the last report are the review of custody provision which will consider on-going demand and requirements for custody facilities.

5.5.2 Projects delivered on time, budget impact and benefits

All projects undertaken within the Gwent Police Change Programme are managed using Prince 2 methodology. This includes the completion of project plans, day to day management is undertaken utilising RAID (Risks, Assumptions, Issues, Decisions) this register also includes a project plan and benefits register. Business Cases for change are produced and presented to Service Improvement Board. These cases for change include an assessment of the financial impact of the change in terms of savings or investment and a breakdown of benefits realisation. Benefits are tracked and reported at post implementation review. Investment has been secured during 2019 for a benefits management officer who will support the programme and project managers in the baselining and management of benefits across the programme this will improve consistency of measurement and baselining of benefits and allow for greater recognition of efficiency benefits across the programme.

Major Change projects undertaken during the period include the presentation and approval of the CID and PPU Business Cases for change. Benefits for each have been assessed and data gathering will be scheduled to ensure that benefits management takes place during implementation and any additional benefits that evolve are captured assessed and reported. Dis-benefits of change are also managed using this process and reported through the governance process. Another project delivered during the period is the Station

Enquiry Officer review this review has realised financial savings, other benefits and dis-benefits of the proposals are being monitored and will be reported through post implementation review.

5.5.3 Risk Register

Gwent Police and the Office of the Gwent Police and Crime Commissioner hold a joint strategic risk management framework and strategy that informs procedures that endeavour to maintain a sound system of internal control in managing strategic risk.

All risks on the Joint Strategic Risk Register, whether organisational or operational, are listed to protect employees and the community, preserve and enhance the effectiveness of service delivery, anticipate and respond to changing social, environmental and legislative requirements, minimise loss, disruption, damage and injury, preserve and enhance the effectiveness of service delivery and inform policy and operational decisions.

Each risk is recorded on the force Risk Database and is categorised as either low, medium, high or critical based on an assessment of probability and impact. Each risk has an identified strategic owner and is aligned to one of the force’s performance boards to ensure executive oversight and scrutiny.

The current Strategic Risk Register has 27 risks listed on it broken down as follows:

Critical	0
High	9
Medium	13
Low	5

Within the last 12 months, there have been 19 new risks added to the register broken down as follows:

Critical	0
High	9
Medium	7
Low	3

NB: This is the level at which the risk was first registered and the risk level may have increased or decreased over the life of the risk.

Within the last 12 months, nine risks have been removed from the register broken down as follows:

Critical	0
High	0
Medium	4
Low	5

NB: This risk level relates to the level of risk at the point of removal from the register and not the level when first registered. Eg. Mitigating action taken throughout the life of the risk may have resulted in it being lowered from the initial registered level.

For each risk, a control measure is identified and progress is governed monthly in the respective Chief Officer Board that owns the risk. This then reports to the Deputy Chief Constable's monthly Scrutiny Executive Board where scrutiny is applied before ratifying or declining any recommendation for removing or changing the risk level. Members of the OPCC attend each of these boards and form part of the governance.

Further scrutiny of the Joint Strategic Risk Register is applied quarterly by the Joint Audit Committee who review and monitor the register and make recommendations as necessary.

Throughout the year, an internal audit of Risk Management was completed in which a grading of 'Reasonable Assurance' was given in May 2019. Seven recommendations were made that cover the layout and presentation of the risk register and improving other administrative functions to make the register more effective. The Governance and Performance team are working on developing a new layout to the risk register to address the recommendations made.

5.7.1 Monitoring of Fixed, Field and Flexible (FFF) Project

A number of measures have been identified in order to quantify the efficiencies associated with FFF. These include: -

- Percentage of digital witness statements (DWS) submitted using iPatrol
- Timeliness of statement submission
- Number of scanned statements
- Number of statements typed for court
- Percentage of PPN's (Public Protection Notices) submitted using iPatrol
- Timeliness of PPN creation
- Response times
- Lifespan of occurrences
- Police vehicle mileage
- Travel expense claims
- Overtime claims
- Sickness
- Airwave usage

Work has been undertaken to produce a set of assumptions in relation to the amount of officer time previously taken to transport witnesses to obtain statements, to double key PPN information and to scan statements. As well as the amount of staff time taken to type statements for court. These assumptions are used to calculate the projected efficiency savings resulting from the increase in statements and PPNs obtained using iPatrol, the reduction in scanned statements and the reduction in statements typed for court. A productive hourly rate has then been used to calculate these efficiency savings in monetary terms. Work is ongoing to understand other efficiency savings associated with FFF, including the development of a survey to quantify agile working, capturing numbers working away from their normal place of work, either at another police premises, at home or at other non-police premises.

Police forces are having to consider how they protect and serve the evolving needs of society, at a time of financial constraints and limited resources. The threats that the police service seek to mitigate have also

become more complex. Digital Services Division (DSD) was established to ensure both Gwent and South Wales Police are able to keep pace with the speed of technological change by equipping resources with the right tools to deliver a high quality digitally enabled policing service.

DSD gives both forces a real opportunity to develop and implement new ways of working to deliver policing to our communities.

DSD has supplied mobile data devices and laptops to operational officers enabling them to access and share information in the field, as well as with partners, improving productivity and efficiency through reduced duplication and travel times and improving visibility by reducing the amount of time spent in police stations.

The effectiveness of these technological solutions is monitored through a series of key measures. Each of these measures has been baselined and is monitored during the implementation phase and beyond with regular reports through the DSD governance structure. These ensure that we maximise the benefits of the new technology by understanding and implementing change where culture or business processes may impede the best use of that technology.

We have completed phase 1 of the rollout of the fixed, flexible, field concept including the issue of 500 laptops and Phase 2 of the rollout is underway in both forces, which will see 5,000 laptops with mobile policing applications available for all police officers and staff.

The key measures identified to track the success of the FFF project are: -

- The submission of digital witness statements, particularly for non-police witnesses, in the field using the iPatrol application on laptops, thus reducing the need to: -
 - transport witnesses to stations.
 - scan hand-written statements.
 - Type hand-written statements for court.
- The submission of Public Protection Notices (PPN) in the field rather than returning to station.

The roll-out of the laptops is still underway however we have already seen an increase in the percentage of DWS submitted via iPatrol rather than desktop, with 66% of DWS in South Wales and 84% of DWS in Gwent submitted via iPatrol in February 2019. Assuming 75% and 85% can be achieved respectively when the roll-out is complete, this is estimated to free up the equivalent of £272k in officer time as a result of officers no longer needing to transport witnesses to a station in order to obtain a statement.

The laptop roll-out has also resulted in a decrease in the number of scanned statements. During the baseline period of April to October 2019, the average number of scanned statements each month was 4791 in South Wales and 1690 in Gwent. By February 2019, the number of scanned statements had reduced to 2377 and 924 respectively. Based on a 60% reduction this is estimated to free up the equivalent of £126k in officer time as a result of officers no longer needing to return to station and scan handwritten statements.

As well as a reduction in the number of scanned statements the number of typed statements has also reduced by more than 50% from 948 in South Wales and 214 in Gwent over the baseline period to 531 and 92 respectively in February 2019. This is estimated to free up the equivalent of £19k in staff time as a result of staff no longer needing to type handwritten statements for court.

While there has been an increase in the number of PPNs submitted via iPatrol the percentage does not fully reflect the number completed on laptops in the field. As there is no requirement to obtain a digital signature for a PPN officers are able to complete PPNs by accessing Niche directly on laptops rather than via the iPatrol application. However, the percentage of PPNs submitted using a desktop has reduced by around 15%,

reducing the need for officers to return to station to complete a PPN and also reducing the risk as PPNs are submitted in a more timely manner. This is estimated to free up the equivalent of £123k in officer time.

In total, FFF is expected to deliver an estimated full year efficiency saving of £539k.

In addition to the key measures described above, it is evident that officers are making use of previously redundant time at hospital, scenes etc. to manage their enquiries using mobile devices. Whilst this will provide significant efficiency gains, capturing the time and associated costs has proved problematic. One such measure of increased officer efficiency is the management of their workloads and the life span of occurrences and we continue to work on ways in which to quantify the benefits of this.

FFF is also a significant investment in the wellbeing of our staff and is a means of supporting employees in achieving a healthy work life balance. The project further evidences the trust that both forces have in their staff by enabling them to embrace agile and flexible working, at home and other venues away from the traditional office setting. It is anticipated that it will enable staff to save money and time on their daily commute to work and be able to achieve a better balance of their duties with a busy home life. It is hoped that this will in turn increase morale and sickness as the project progresses. The increase in agile working will in time also enable both forces to reduce their desktops and estate. Again, we continue to work on ways in which to quantify the benefits of this.

5.9 Achieving a balanced budget and providing value for money

The Commissioner approved the force's revenue budget requirement of £123.522m for the 2018-19 financial year on the 23rd March 2018. After the Home Office Grant of £40.904m, Revenue Support Grant of £20.748m, and National Non-Domestic Rates of £9.835m, the amount to be collected from Council Tax was £52.035m. We are forecasting a balanced financial out-turn against that revenue budget requirement for 2018/19 after delivering against an in year savings target of £0.184m.

The 2019-20 Medium Term Financial Projections (MTFP) covers the five-year period from 2019-20 to 2023-24. The MTFP has identified the budget required and the funding available following the approval of a 6.99% increase in local Council Tax. Assuming we deliver a further £0.791m of savings in 2019-20, and there is no significant change to the current demand on policing services in Gwent, the MTFP presents a balanced budget for the 2019-20 financial year.

In 2018-19, each Police and Crime Commissioner received the same amount of Central Government Grant Funding as they did in 2017-18 (flat cash), as well as allowing additional funding from council tax increases. This 'protection' of Central Government Grant Support was repeated for the 2019-20 financial year. Despite this, the 2019-20 settlement still means reduced spending ability for commissioners and forces through a combination of 'real terms' grants cuts, reallocations across other Home Office functions, pay inflation, contract price inflation, and significantly increased contributions from employers to the police pension scheme. The 2019-20 final settlement is the last before the next 2019 spending review. This will set long term police budgets and look at how resources are allocated across police forces.

Future Demand

At a national level, the largest financial risks facing the force are:

- The funding of increased contributions to National Police Pension scheme. The estimated increase in Police Officer employer pension contributions for the Force is £3.255m which, after expected Central Government Grant Funding, still results in a shortfall in 2019-20 of £0.429m. This shortfall will be met from the Commissioner's Reserves (not from Council Tax Precept);

- The outcome of the 2019 Comprehensive Spending Review (CSR) in Summer 2019. It is anticipated that the need for significant financial efficiencies and budget reductions from previous CSRs will continue; and,
- The Home Office's review of the Police Funding Formula, due to restart in Autumn 2019 as part of CSR 2019 and continue throughout 2020/21. Any impact is assumed to occur from the 2021/22 financial year onwards.

At a local level, over the period of the MTFP, there are uncertainties around the policing requirements from the M4 Relief Road decision and their funding; the impact of the International Convention Centre for Wales at the Celtic Manor Resort; and the Police Education Qualifications Framework. After reflecting the 2019-20 final settlement, the estimated impact of CSR 2019, Brexit, the Police Funding Formula review, and further funding pressures, the recurring (net) funding deficit for 2023-24 is forecast to be £4.181m.

5.10.2 Evidence of future planning to meet predicted demand; including working with other services.

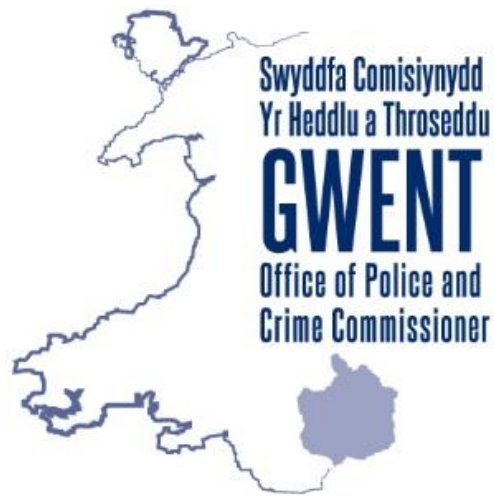
The review of the Local Policing CID and Public Protection Units (PPU) was presented to the Service Improvement Board in November 2018. The business case was supported to provide additional resources into this business area to enhance the forces capability to investigate serious and complex crimes as well as investigating crimes against the most vulnerable in society.

The implementation of the new model is currently being considered and will result in an increased focus on Public Protection Crimes including Domestic Abuse, Child Protection, Vulnerable Adult Abuse, Modern Day Slavery and other vulnerability crimes.

This increase of resourcing in this vital area of policing will provide much greater resilience to deploy resources with three shifts working every day from early morning to late evening. Access to victims and witnesses for enquiries such as video interviews will be enhanced by this approach with detectives working when they are out of school and work.

A dedicated safeguarding team will provide safeguarding for domestic violence and Child Sexual Exploitation to support the investigations in local areas.

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Office of the
Police and Crime Commissioner
for Gwent

Police and Crime Plan
Annual Report 2018-2019

Contents

Comment [HC1]: To be updated in final version

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INTRODUCTION

To be drafted

DRAFT

Jeff Cuthbert



Police and Crime Commissioner for Gwent.

A SUMMARY OF OUR DELIVERY AGAINST THE PRIORITIES

The Police and Crime Plan 2018-2021 contains five priorities; below is an overview of those priorities, highlighting some of my related key achievements supported by my staff within the Office of the Police and Crime Commissioner (OPCC). More detail on these activities can be found later in this document.

Priority 1 – Crime Prevention.

Outcome: Taking action to prevent and reduce crime by working with partner organisations and communities to tackle crimes that present the greatest threat, harm and risk and especially those crimes committed against vulnerable people.

During 2018-19, I have:

- Continued to focus on serious and organised crime such as modern slavery and human trafficking and cybercrime;
- Made use of cash seized from criminals to fund a range of community projects and initiatives through my Partnership Fund;
- Developed plans to increase opportunities for diversion for all eligible individuals that reduces reoffending and promoted safeguarding of vulnerable people; and
- Through the Safer Gwent partnership, continued to address some of the most critical issues for our communities.

Priority 2 – Supporting Victims.

Outcome: Provide excellent support for all victims of crime with a particular focus on preventing further serious harm.

During 2018-19, I have:

- Continued work with partners to better support victims;
- Continued to support the Police Control Room Clinical Advisor service to provide mental health support for people in crisis who are engaging with the police;
- Implemented work to protect some of the most vulnerable in our communities; and
- Progressed work to improve approaches to restorative justice across Gwent.

Priority 3 – Community Cohesion.

Outcome: Ensure that the police, partners and my Office engage with communities to encourage, help and support them to work together to keep themselves safe.

During 2018-19, I have:

- Made use of social media to promote key messages of cohesion in response to national incidents;
- Supported the targeted recruitment of new police officers from our diverse communities;

- Worked with key partners through the Public Service Boards to bring services together to provide focused support where it is needed most;
- Provided funding to community projects that seek to address issues relating to hate crime; and
- Continued to work towards the provision of a bilingual police service that supports our Welsh speaking communities.

Priority 4 – Tackling Anti-Social Behaviour.

Outcome: Ensuring the police work closely with partner organisations to tackle Anti-Social Behaviour (ASB) effectively.

During 2018-19, I have:

- Continued to fund the ASB Co-ordinator for Gwent to provide greater consistency in tackling ASB;
- Participated in the provision of Community Days in areas experiencing higher than average ASB;
- Funded the ASB and Deliberate Fire Reduction Project collaboration between Gwent Police and South Wales Fire and Rescue Service (SWFRS); and
- Provided funding to support community activity to address ASB-related issues.

Priority 5 – Efficient and Effective Service Delivery.

Outcome: Ensuring that Gwent Police and my Office are high performing organisations which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of our communities.

During 2018-19, I have:

- Held the Chief Constable to account for the delivery of the policing service in Gwent;
- Set the budget for Gwent Police;
- Raised additional income through the policing precept;
- Monitored the Chief Constable's budget management and delivery of the savings and transformational change programme which achieved and exceeded an efficiency target of £49.50m during the year;
- Received an internal audit opinion of 'Reasonable' assurance;
- Received Wales Audit Office (WAO) assurance that the Commissioner and Chief Constable have arrangements in place to deliver value for money; and
- Supported and monitored delivery of Gwent Police's People Plan and the recruitment of new police officers into the service.

ACHIEVEMENTS DURING 2018-19

I have a wide range of responsibilities that are delivered with the support of my Office.

UPDATE TO THE POLICE AND CRIME PLAN 2018-2021

During the year I undertook an update of my Police and Crime Plan to ensure that it remains relevant and reflective of the demand on policing and the needs of our communities. The update had made the document clearer for the public to understand and evidence the good work that Gwent Police carries out in across our communities.

As part of this work, we asked the public which of the five current policing priorities was most important to them. A total of 1,918 people had their say, with the following results:

- Crime Prevention 46%
- Tackling anti-social behaviour (ASB) 28%
- Effective service delivery 18%
- Supporting victims 4%
- Community cohesion 3%

A narrative around serious and organised crime (SOC) was fundamental to the update to emphasise its importance and ensure that the protection of our most vulnerable residents remains a priority for Gwent Police.

ENGAGING WITH OUR COMMUNITIES

During the year, the Commissioner, Deputy Commissioner and OPCC staff undertook a wide range of engagement activities across the whole of Gwent. Through a number of diverse engagement projects and activities, people and organisations in Gwent have been able to influence their policing service, access support services, apply for grants for community projects and be more easily involved with us in ways that suit them the best.

This is supported by an annual engagement and consultation programme run by my Office that helps maintain a focus on our engagement activities.

Examples of where we have engaged positively with partners and communities during the last year include:

- Attending a number of community events across Gwent between May and September, including the Caerphilly Big Cheese, Pontypool in the Park and the Caldicot 999 Day;

- Supporting partners in each local authority area by attending community action days. These events offer residents the opportunity to identify and engage with the support services available to them in their local area in response to specific issues they have been experiencing, such as anti-social behaviour (ASB);
- Hosting a visit to Gwent by the Head of Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS), Sir Tom Winsor. The visit provided an opportunity to discuss the role of the new Force Management Statements (FMS) and their use as a self-appraisal tool for policing, and well as updates on a number of national initiatives. Sir Tom was grateful for the opportunity to discuss and better understand the nature of policing work within the context of a devolved public service system in Wales;
- Continuing to develop close working relationships with the Local Public Service Boards (PSB) including working together to develop opportunities for joint engagement activity, particularly over joint topics such as the precept and budget;
- Co-hosting the first 'Behind the Badge' joint emergency services open day at Police Headquarters. This event relied on significant collaboration between all the services involved and was a great success, with over 15,000 people attending throughout the day;
- Relaunching my public walkabout surgeries in each local authority area. These take the form of an informal walkabout, followed by the option of a pre-bookable, formal sit-down meeting. This enables me to engage with people that wouldn't usually attend traditional surgeries, while continuing the idea of surgeries for those wishing to engage in this way. All surgeries are promoted via the OPCC website, social media channels and through partners. Matters raised are fed through the Public Response Unit in order for any themes to be identified and dealt with either by raising awareness on issues e.g. use of the 101 non-emergency number, or by ensuring that any learning is disseminated throughout Gwent Police;
- Hosting a visit to the OPCC by Susannah Hancock, Chief Executive of the Association of Police and Crime Commissioners (APCC). The visit provided some context around working in Gwent, including my key programmes, our partnerships, my Police and Crime Plan and the Police and Crime Panel. We also discussed relationships between the OPCC and APCC and any matters of national concern, including Brexit. The visit was extremely valuable for both parties and has helped to set the scene for our future engagement. Since the visit, the APCC has appointed a lead officer for Wales;
- Supporting Gwent Police in the publicising of the Mini Police Heddlu Bach programme. I sat on one of the interview panels for Fochriw and Phillipstown primary schools and OPCC staff visited Wainfawr Primary School alongside the Cabinet Secretary for Local Government and Public Services, Alun Davies AM. Mini Police from Blaenycwn Primary also took part in Hate Crime

Awareness Week and interviewed me live on radio. Photographs and videos from the visits were posted on social media;

- Funding and supporting an event for the Regional Youth Forum in January 2019. Also sponsored by Assembly Members, the event was attended by young people from across Gwent who used the opportunity to launch their 'Curriculum 4 Life', that highlights the key areas in life that they feel are important to be taught in schools, ranging from cooking to financial skills. A short video on this project was created and shared on OPCC channels; and
- Developing a new OPCC website to ensure that we continue to remain transparent and that the site is user friendly with easier to access information. The bilingual website went live earlier in 2019 with all statutory content in place and work has continued across the Office to update and publish the information before June 2019.

During the year, the Chief Constable and I agreed the joint OPCC and Gwent Police Engagement Strategy 2018-2022. This strategy provides a new joint approach for both organisations in discharging our statutory obligations to publically engage and communicate. The first engagement outturn reports will be published by the summer of 2019.

During 2019-20, the OPCC aims to increase engagement to ensure those that are seldom heard have an opportunity to engage, particularly children and young people in Gwent.

ENHANCING OUR PROFILE

The OPCC's social media activity during 2018-19 continued to see an increase, in particular the use of twitter to communicate with our key stakeholders. To compliment the use of Twitter and Facebook, during the year we have also begun to utilise Instagram and YouTube as methods of communicating and engaging with residents.

	March 2018	March 2019	Increase / Decrease	Female Followers	Male Followers
Twitter	4,313	4,689	9% increase	53%	47%
Facebook	1,396	1,589	14% increase	62%	37%
Instagram	N/A	206	100% increase	N/A	N/A

During this time, my team and I:

- Issued over 700 social media updates across Facebook and Twitter;
- Generated approximately 44,400 impressions on Facebook with our promotion of the precept for 2019-20 ;
- Produced over 19, 300 impressions on Twitter with my message about the launch of Operation Encompass; and

- Reached over 3,500 Instagram users with the newly launched account.

The OPCC has held a YouTube account since May 2015 and use of this increased during the year to grow the number of subscribers. The most popular videos published during the 12-month period were:

- The Gwent Association of Voluntary Organisations (GAVO) Young Volunteer of the Year Award (138 views);
- Waunfawr Mini Police visit (98 views); and
- OPCC hate crime Mini Police visit (66 views).

In comparison with other policing areas in our 'most similar group' (MSG), my Office is 6th out of 8 for Twitter followers, 3rd out of 8 for Facebook 'likes', and 3rd out of 8 for Instagram followers. Across Wales, Gwent has the highest numbers of Twitter and Facebook followers, followed by the second highest number of Instagram followers.

In January 2019, the OPCC launched a new e-news bulletin. This bulletin has three main purposes:

- To keep residents and partner organisations up-to-date with the activities of the OPCC and partners;
- To target residents who are active internet users but do not follow the OPCC on social media; and
- To provide additional structure to information sharing, internally and externally.

As of the end of March 2019, there were more than 800 users registered to receive updates. To register for the OPCC's e-bulletin, visit www.gwent.pcc.police.uk/en/home/.

By increasing its online presence and making substantially more use of already established audio-visual platforms such as YouTube, the OPCC is able to engage with new audiences, expand its reach and content and more easily communicate key messages relating to community safety and cohesion across a broad distribution network. As such, Gwent OPCC continues to have the highest number of social media followers across all platforms compared to other OPCCs in Wales.

CONSULTATIONS

PCC AWARENESS SURVEY

During the Big Cheese event in 2018, the OPCC ran a small PCC awareness survey that asked:

- **Do you know who your PCC is?:** 64% No / 36% Yes
- **Do you know what the PCC and his office does?:** 50% Yes / 50% No

- **Would you like to hear more about the PCC and his office?:** 69% Yes / 31% No
- **What kind of information would you like to hear about?:** 54% General Info / 41% All of the above / 19% Future opportunities to engage with the PCC and his office.
(Other options requested included 'feedback on actions/improvements you have made' and 'update the OPCC website'. The last comment has been taken forward with the development of a new OPCC website)
- **How would you prefer to see updates from the PCC and his office?:** 49% Social media / 47% Email / 29% Local press

Although a very small sample size, this feedback provided a basis to develop our future communication and engagement activity.

'HAVE YOUR SAY' PRECEPT CONSULTATION

Between the 12th November 2018 and the 13th January 2019, I asked the residents of Gwent for their views on my proposed level of increase for the precept (the policing part of your council tax) for 2019-20. A proactive consultation approach was taken which meant that:

- The consultation was conducted bilingually (in English and Welsh) and in both electronic and paper format;
- Staff attended 19 community engagement sessions, engaging with over 1,000 people during this period to promote and undertake the survey;
- The survey was also extensively promoted across social media with a total online reach for the posts exceeding 100,000 compared to 10,500 people last year;
- More than 40,000 people were communicated with via Gwent Now; and
- The e-consultation was proactively publicised via local press and the OPCC website, as well as through community groups, partner organisations, the third sector and local authorities. Paper copies were also available in easy read versions (on request) from my Office.

This proactive engagement approach meant that a total of 1,918 responses were recorded (of which, 1,875 lived in Gwent), far exceeding the representative sample of 600. 67% of residents were in support of the principle of an estimated £1 a month increase in precept. The face-to-face engagement sessions saw 81% of respondents in support. Therefore, I proposed a final increase level of 6.99% to the **Gwent Police and Crime Panel**, which they accepted on 22nd February 2019.

Listening to and engaging with the people of Gwent allows me to hear their views, not only on our policing service but also on local issues that matter to them. The feedback I receive is always considered when making decisions around the provision

of policing services. I will continue to work with our communities and partners to help resolve any issues raised with us.

RESOURCES AND VALUE FOR MONEY

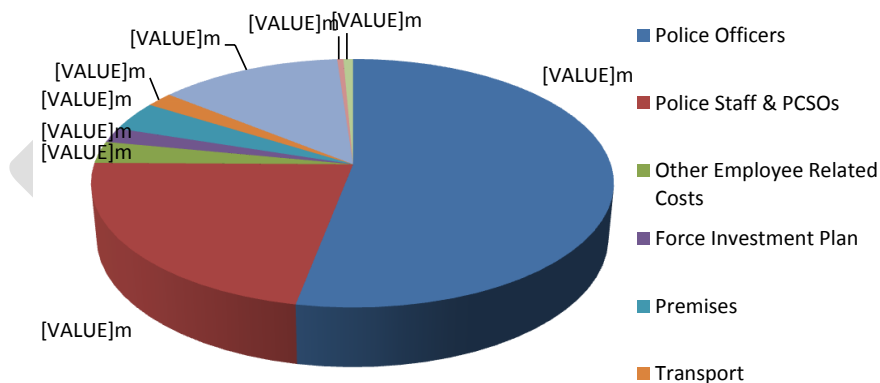
My Office receives regular reports as part of budget monitoring to help ensure that the people of Gwent are provided with a police service that is value for money.

During this period, I have:

- Agreed a budget requirement for Gwent Police for 2019-20 of £141.07m (2018-19 budget was £133.68m);
- Set the council tax increase at 6.99% (2018-19 increase was 4.37%);
- Agreed a capital budget for 2019-20 of £27.92m; and
- Continued to monitor how the Chief Constable is managing budget and austerity pressures (through Staying Ahead 8, Gwent Police's transformational change programme). From 2008-09 to the end of 2018-19, approximately £49.50m of efficiency savings have been delivered.

SETTING THE BUDGET

For 2019-20, the following budgets were set for policing services in Gwent:



In addition, for 2019-20 the following capital budgets were set in Gwent:

- Estates - £15.5m
- Vehicles - £1.0m
- Information and Communication Systems - £1.3m
- Other Capital Projects and Schemes - £0.2m

ENSURING VALUE FOR MONEY

I have ensured that my Office and Gwent Police have done everything in their power to deliver value for money whilst ensuring that residents have an effective and efficient Police service. This includes:

- Annually benchmarking costs with other constabularies via HMICFRS Value For Money profiles;
- A 'Reasonable' assurance judgement for 2018-19 from the internal auditors (TIAA) on the overall system of internal control (not including Information Communication Technology ICT Audits of the Shared Resource Service SRS);
- The audit outcome from Torfaen County Borough Council (TCBC) for the SRS providing an overall judgement of 'major improvement required';
- The annual compilation and publication of the my Annual Governance Statement;
- **HMICFRS reports₄**; and
- The Wales Audit Office (WAO) annual audit of my Statement of Accounts and reported findings (including the arrangements to secure value for money).

PEOPLE

During the year, we have continued to monitor the delivery of Gwent Police's People Plan. This plan sets out, over a set period, the organisation's intentions for the recruitment, retention and progression of Police officers and staff with a clear direction of travel to ensure we are able to meet the significant challenges ahead. A new plan is in development for the period 2019 to 2022 and will be reported to my Strategy and Performance Board in June 2019.

The funding and the provision of policing services form part of my statutory duties and it is my responsibility to ensure that Gwent has appropriate levels of policing to meet the requirements of our communities whilst making the necessary savings.

2018-19 saw continued recruitment by the Chief Constable. During this time we welcomed:

- xxx police probationers;
- xx police officer transferees from other police areas, including three Inspector transferees;
- xx Police Community Support Officers (PCSOs);
- xx new Police Cadets; and
- xx Special Constables.

Comment [HC2]: To be updated

As part of the ongoing work to improve visible ethnic minority representation within the workforce, Gwent Police appointed a Positive Action Outreach Officer to actively engage with our Black, Asian and Minority ethnic (BAME) communities to raise awareness of recruitment opportunities across the organisation. Currently, Gwent has a visible BAME population of 3.9%, and Gwent Police has seen some increases in its visible workforce representation across police officer, staff and Community

Support Officer (CSO) roles. A number of awareness events were hosted by the Positive Action Outreach Officer across the force area during 2018-19. This work will continue throughout 2019-20 through a range of events with key stakeholders.

Workforce monitoring has improved our understanding of our lesbian, gay and bisexual (LGB) and disabled representation. Whilst we have experienced an increase in the total workforce identifying as LGB, we are unable to determine whether the workforce is currently representative due to the lack of definitive figures relating to sexual orientation within the wider population.

Rates of disabled officers and staff have remained constant over a three-year period. During 2018-19, Gwent Police achieved Disability Confident Employer status, which required the organisation to undertake a number of core actions that support the employment and retention of people with disabilities and those with health conditions, providing an accessible and inclusive workplace. A range of internal initiatives have been put in place under the Wellbeing Strategy that provide staff with opportunities for networking and support, as well as practical advice, such as flu vaccinations, the provision of fitness and wellbeing classes, and regular promotional activity for healthy living.

During the year, additional positive action took place to recruit more Welsh speaking personnel in order to support the delivery of a bilingual police service. As a result, we have successfully recruited a number of Welsh speakers into key roles within Gwent Police, including in the Force Communications Suite.

The Chief Constable and I also pledged our commitment to the HeForShe initiative, that provides a targeted platform on which men and boys can engage and become change agents towards achieving gender equality. HeforShe offers an opportunity for the police service to recognise publically that, as a traditionally male-dominated service, there remains an imbalance of power between genders. It is hoped that addressing gender inequality within our organisations will also positively impact on the way that we respond to crimes that impact disproportionately on women and girls, for example, domestic and sexual violence. Gwent Police's annual Gender Pay Audit will help provide a better understanding of where females are more negatively affected and enable appropriate action that addresses gender imbalance to be taken.

Following a review of Gwent Police workforce data during 2018-19 and the implementation of a force-wide Representative Workforce Plan, a number of key action have been identified for 2019-20, including:

- A focus on understanding and informing wider workplace culture and supporting BAME officers/CSOs through a series of practical interventions;

- Scoping opportunities to work with disability organisations and employment specialists to increase inclusivity and offer further opportunities for disabled people to join Gwent Police;
- Scoping the reintroduction of the 'Springboard' development programme for female officers and staff; and
- Preparing a staff promotion survey to understand barriers to promotion, in particular for female and BAME officers.

OPCC STRUCTURE

Following a review of my office in 2017-2018, the new structure has now been implemented, along with a focus on organisational development that is being led by the Chief Executive. I am confident that the organisation is in a far better place to meet its (ever increasing) statutory duties and deliver on the priorities within my Police and Crime Plan.

My Office is committed to investing in its staff and throughout the year, we have continued to promote continuous professional development. This ensures staff have the necessary training and skills required to ensure you have the best service possible. Each individual provides feedback on training undertaken, which is used to assess the value to both the organisation and the individual. We have also introduced quarterly staff development days that provide opportunities for collective learning as well as organisational development.

We have also taken steps to improve the diversity of our workforce. During the year, the OPCC gained Disability Confident Committed status and received a Bronze award from the Armed Forces Covenant Employer Recognition Scheme. Each of these schemes will help us to ensure that we provide an inclusive workplace that attracts applications from disabled people and ex-service personnel.

RESOURCES

The vision for policing in Gwent is to develop the right balance between provision and re-assurance, which includes having a responsive police service, well located police stations and the modern forms of communication and technology to ensure officers are contactable and can provide an efficient, effective and economic service. As the Commissioner, I am responsible for the police estate in Gwent which includes all of the police stations, land and assets.

Despite the reduction in central funding to the police service over the last several years, I remain committed to working with key partners to ensure that we continue to provide a visible and accessible policing service which adequately responds to local need and provides assurance to the community. During the last year, this has resulted in:

- The reopening of Ystrad Mynach custody suite to provide additional capacity for detentions within Gwent;
- A standalone project was established to determine Gwent Police's custody requirements over the short, medium and long term and to develop the most effective way to meet these needs. Scoping work commenced early in 2019 and indicative proposals and opportunities were due for presentation to the Estate Strategy Board in April 2019; and
- In December 2018, the RIBA Stage 3 of the new Headquarters build was approved by the Chief Constable and I, effectively confirming the detailed design of the new building. Land purchase concluded in February 2019 and 'enabling works' such as drainage and power are scheduled for April 2019. Tenders for the award of works to build, fit-out and furnish the new HQ will be awarded in the summer of 2019 with building expected to commence in August 2019. The expected completion date for the new build in May 2021;
- A review of the front counter services and the provision of station enquiry officers. The review provided a better understanding of how Gwent Police can best meet demand within communities in light of the changing demands on its service and low numbers of public use of front counters. As a result, changes to opening hours and the closure of some front counter services was implemented; and
- The successful integration of a police contact point into Monmouthshire County Council's 'one stop shop' in Abergavenny.

OUR COMMITMENT TO COLLABORATION

During 2018-19, the OPCC has successfully contributed to attracting a significant amount of funding into Gwent to deliver key projects and schemes.

- (a) The OPCC was successful in securing £150,000 from the Home Office Early Intervention Youth Fund (EIYF) to support early intervention programmes with young people at risk of criminal involvement. Gwent was one of five areas across England and Wales to receive the funding to undertake pilot work in developing approaches to SOC. Newport was selected as the pilot area with the project funded until March 31st 2019.
- (b) As part of a collaborative bid by the four Welsh PCCs, £1.21m was secured from a further EIYF in August 2018. Coinciding with the launch of the Home Office Serious Violence Strategy, the bid was awarded over two years (2018-19 and 2019-20). It outlines regional implementation of a multifaceted approach to understanding and tackling the root causes of serious violence through early intervention and prevention, with children under the age of 18. Each PCC is working with distinct delivery partners, coupled with a level of local direct intervention delivery, based on local need as identified during the funding period. Locally, the project is based on the Newport SOC work but

includes interventions for people living in other areas of Gwent where significant risks of involvement in serious violence exist.

PROVIDING EXCELLENT SUPPORT TO ALL VICTIMS

One of my priorities aims to provide excellent support for all victims of crime with a particular focus on preventing further serious harm. As Commissioner, I retain the responsibility for the provision of victims' services within Gwent. My Office continues to monitor Gwent Police's response to victim and their satisfaction with the service they have received.

CONNECT GWENT

Connect Gwent was launched in 2015 to provide an improved multi-agency service for all victims in Gwent. Continued delivery of effective support to victims and awareness raising of the service has resulted in many more people accessing the Connect Gwent during 2018-19. During the year, 33,380 referrals were received, which is an increase of 42% compared to the previous year. This includes 1,283 additional referrals made by Gwent Police officers, an increase of 73% compared to the previous year. Self-referrals have also increased by 16% compared to the previous year. In addition, 538 people were provided with specialist financial abuse support and 506 people accessed services as victims of hate crime.

Satisfaction surveys for the Connect Gwent service undertaken during the period showed that:

- 81% of people have improved or maintained health and wellbeing;
- 88% of people were better able to cope with aspects of everyday life;
- 81% have increased feelings of safety; and
- 87% have increased confidence and knowledge of opportunities and services.

We continue to recognise the changing demands on policing and the roles that my Office and Gwent Police perform by protecting the most vulnerable in our communities. Delivery of the adverse childhood experiences (ACEs) and SOC programmes makes a significant contribution to how we support victims. In addition, the increasing challenge of cyber-based crime means that, as a police service, we are responding to a growing number of victims of economic crime. A Financial Abuse Co-ordinator and Safeguarding Officer is based within Connect Gwent to provide support and intervention as part of our response to people affected by economic crime.

As a result of the various interventions and support programmes implemented during the last 18 months, we are reviewing the joint OPCC and Gwent Police Wellbeing and Vulnerability Strategy. The strategy outlines our commitment to tackle and influence the root causes of vulnerabilities as identified through our policing demand.

The review will ensure that the strategy underpins the effective delivery of the various initiatives in place to support our the most vulnerable in our communities.

IMPROVING MENTAL HEALTH SUPPORT

We continue to provide the Police Control Room Clinical Advisor (PCRCA) project in Gwent. The joint project between Gwent Police, the OPCC and Aneurin Bevan University Health Board provides a team of dedicated mental health specialists that work alongside Gwent Police control room staff to ensure that when vulnerable people with a mental health illness or suffering a crisis come into contact with them, they receive appropriate care. This aims to better manage risk and harm in relation to mental health crisis and ensure that appropriate care and support is delivered in a timely way.

The team has been in place since February 2018. In this time, they have recorded an increase in mental health consultations, receiving on average around 800 requests for service per month. This has led to a reduction in the number of detentions under Section 136 of the Mental Health Act, with 237 recorded since the team has been in operation, compared to 310 detentions over an 11 month period prior to the launch of the service. Furthermore, the number of times officers have been dispatched to incidents has reduced, with over 1,000 deployments averted during the life of the service. General mental health and threat of suicide provide the greatest demand on the team, and a marked increase in the number of welfare checks requested has also been recorded.

During the year, an independent evaluation of the service was commissioned by Gwent Police. Undertaken by Swansea University, the evaluation will provide a suite of outcomes and recommendations that will help to ensure the service continues to make a difference in the way we support vulnerable people with mental health illness. The final report is due to be presented to us in June 2019.

The project forms part of the commitment by my Office and Gwent Police to support the key principles outlined within the Wales Mental Health Crisis Care Concordat and I welcome the positive difference this service is making for people in crisis.

The mental health practitioner based at the Connect Gwent victims' hub in Blackwood also continues to provide specialist support for victims of crime with mental health requirements to help them cope and recover from their victimisation. Since April 2015, over xxx victims have been referred to the Wellbeing Practitioner based within Connect Gwent for psychiatric help.

Comment [HC3]: To be updated

VIOLENCE AGAINST WOMEN, DOMESTIC ABUSE AND SEXUAL VIOLENCE (VAWDASV)

The OPCC is a member of the Gwent-wide VAWDASV Board. Working with the Safer Gwent partnership, we have continued funding for the provision of Independent Domestic Violence Advisors (IDVA) and an IDVA Co-ordinator for the

region. Continuation of the service has ensured that all individuals referred for support:

- are provided with information and advice;
- are able to access appropriate services;
- are given safety planning advice to make them feel safer; and
- experience improvements in their well-being/quality of life.

Through the opportunities presented via the ACEs project, consultation on the Domestic Abuse Bill and the joint Wellbeing and Vulnerability Strategy, and the Domestic Abuse Best Practice Framework, I have continued to work with Gwent Police and key VAWDASV partners to ensure the provision of interventions and services that are innovative, inclusive and meet the needs of survivors and victims. This includes minority groups, children and young people who experience domestic abuse and other forms of gender based violence.

During 2017-18, the OPCC and Connect Gwent reviewed the sexual abuse, violence and sexual exploitation services in Gwent. The review aimed to scope the existing services for child and adult victims and provide an evidence base that I could use to inform the creation of a sustainable model for sexual abuse, violence and exploitation services. The finalised evaluation report was presented to me in September 2018, and subsequently provided to the VAWDASV Board in October. The recommendations were used to inform the OPCC commissioning processes for April 2019.

The OPCC is also contributing to the review of the Gwent-wide needs assessment and commissioning plan for victims of VAWDASV offences. This will help us to shape our commissioning of related service in the future.

TACKLING ANTI-SOCIAL BEHAVIOUR

We have continued to work to reduce the affect and impact felt by people that experience ASB. Through the Safer Gwent Partnership, I fund the ASB Co-ordinator for Gwent who works with our ASB partners across the five local authority areas, including Newport's Community Safety Projects and Performance Officer, to ensure a more joined-up approach to the services and support provided to our affected communities.

We have continued to build community confidence through the delivery of multi-agency Community Days for areas experiencing high levels of ASB. The days aim to raise awareness of the various agencies that work together to tackle ASB, increasing residents' confidence in public services and their feelings of safety in their communities. Attendees are surveyed at the start and the end of the day to assess whether the objectives had been achieved all expressed a positive change in their feelings of safety and their awareness of and confidence in the services. Five events were held in 2018-19 with people reporting increased awareness of and confidence

in services as a result. We will continue to support the delivery of Community Days during 2019-20.

The Positive Futures youth inclusion programme uses sport and activity as a tool to engage young people (aged 10 to 18yrs) in positive activities. Young people that are at risk of involvement in ASB and/or crime and are living in areas of significant deprivation throughout Gwent, are the priority audience for the programme. Around 10,000 individuals engage with Positive Futures annually and the police continue to note significant reductions in ASB incidents where the programme is active.

'Operation Bang' is an annual initiative between Gwent Police and SWFRS to tackle ASB associated with Halloween and Bonfire Night. It brings together the police and fire service with partners such as Positive Futures to target high-risk areas within the Newport city and Caerphilly borough areas. To enhance the positive impact that Operation Bang has provided since its implementation, during 2018-19, partnership work with education, environmental health and local fire stations to try to reduce the demand on police and fire services through a more localised, partnership approach. A 'train-the-trainer' package has also been developed to ensure that front line staff in contact with young people deliver a consistent message across Gwent about fire safety and ASB. The programme will be implemented in 2019 as part of the preparations for bonfire season.

CORPORATE ACHIEVEMENTS

The OPCC also saw success across a range of other initiatives linked to our corporate role and responsibilities and the maintenance of the standards achieved by the organisation.

PUBLIC RESPONSE UNIT

The Public Response Unit (PRU) was launched in April 2016 to provide an improved level of service for the public by ensuring that any dissatisfaction with Gwent Police is dealt with as quickly and effectively as possible before it evolves into a more serious complaint.

The unit was established to promote openness, transparency and efficiency and to provide an appropriate response in a timely manner. It complements the work of Gwent Police's Professional Standards Department (PSD), which handles complaints of a more serious nature against officers and staff while also encouraging members of the public to tell them about their experiences of the service they have received.

Since its introduction, the PRU has dealt with over 1,500 incidents and contributed to a reduction in police complaints for Gwent by facilitating early resolution and a satisfactory outcome for people that have made a complaint. In addition, they have received 14 compliments from people regarding the outstanding service they have

received from officers and staff. These were provided to the PSD for feedback to the individuals concerned.

PRU staff were also involved in a national project to develop the new 'Centurion' police complaints system. The team hosted a visit by the Centurion Director who reviewed their service recovery and reporting processes. As a result of the visit, Centurion has adopted the PRU report model as a preliminary template that will be accessible by all PCC offices, nationally. The team also participated in testing the new Centurion process to ensure its effectiveness.

POLICE APPEALS TRIBUNALS (PATS) AND LEGALLY QUALIFIED CHAIRS

Comment [HC4]: To be updated

My office is responsible for appointing Legally Qualified Chairs and Independent Panel members who sit on Misconduct Panels alongside a senior police officer.

The OPCC also supports the arrangements for Police Appeals Tribunals which involves appointing a Chair and retired Police officer of an appropriate rank from a list of Home Office appointees in addition to a chief officer from another Police area. These take place should an officer or special constable challenge any findings of an Independent Misconduct Panel against them.

These hearings are held in public and follow the principles of openness and transparency.

COMPARING OUR POLICE AND CRIME COMMISSIONERS (COPACC) TRANSPARENCY AWARD

For the fourth year in a row, the OPCC has achieved a national award for transparency by Comparing Police and Crime Commissioners (CoPaCC), an independent national body that monitors police governance. CoPaCC recognises excellent performance by PCCs and their Offices. The CoPaCC award was presented for how we provides the public with key information in accessible format on our website including information about 'who we are and what we do', 'what we spend and how we spend it', 'what our priorities are', 'how we make decisions' and 'information around complaints, policies and procedures'. A formal presentation of the award will take place at the CoPaCC Governance Summit in July 2019.

This award demonstrates that the public can have confidence that the organisation publishes information about the Commissioner and OPCC over and above the statutory level required and that the information provided is accessible and transparent.

FREEDOM OF INFORMATION COMPLIANCE

The OPCC received 24 Freedom of Information (FOI) requests during 2018-19 and achieved 100% compliance with the legal requirement of responding to all requests within 20 working days. This provides confidence to the public that we take these requirements seriously and has a positive impact on public confidence. Most requests received concerned areas that do not fit into a clear work stream, such as

electoral fraud, county lines and the CoPACC Transparency Award. All information relating to FOI requests received by the OPCC during the year will be published in April 2019 within the OPCC's FOI Annual Report 2018-19.

During the year, I made the decision to change the way we record requests received into the OPCC that relate to Gwent Police. From April 2019, these will be included on our disclosure log and published on the OPCC website in order to provide full transparency and reflect the number of requests that are actually received and processed by the OPCC.

The OPCC maintains a **Publication Scheme**⁵ that commits us to making information available to the public as part of our normal business activities. The scheme sets out:

- What information the OPCC publishes or intends to publish;
- How we will publish this information; and
- Whether the information will be available free of charge or on payment.

The Publication Scheme is updated in line with changes to FOI legislation, guidance issued by the Information Commissioner's Office and any other statutory requirements to publish information.

GENERAL DATA PROTECTION REGULATION

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, bringing with it a number of changes to the ways in which we hold and use your personal data. During the year we have continued to work towards ensuring our compliance with the new requirements.

To support our work towards compliance, in the summer of 2018 we underwent an audit carried out by our internal auditors, receiving a 'Reasonable' assurance rating. A further audit was undertaken in January 2019 to review the progress against the outstanding actions, which also received a 'Reasonable' assurance rating. The results of both audits provide reassurance that we have progressed well against the implementation of the requirements of the GDPR.

All OPCC staff have completed mandatory GDPR training to promote awareness and good practice regarding data protection requirements.

VOLUNTEER SCHEMES

INDEPENDENT CUSTODY VISITOR (ICV) SCHEME

The OPCC continues to actively engage with its volunteers. The ICV Scheme allows volunteers to attend police stations to check on the treatment of detainees, the conditions in which they are held, and whether their rights and entitlements are being observed. It offers protection to both detainees and the police and provides reassurance to the community at large. Throughout 2018-19, there were nine

scheme volunteers throughout the year who conducted 49 visits at various times during the day. This resulted in:

- 59% of detainees in custody during visiting periods accepting a visit by the ICVs;
- 100% of issues identified by ICVs being addressed by the custody sergeant at the time of visit; and
- Only one issue being escalated to the OPCC, which was addressed by the Custody Inspector. This related to difficulty accessing custody in order to carry out a visit.

The Scheme Administrator delivered training on the role of ICVs to Custody staff at the end of May 2018 and refresher training to the ICVs themselves in February 2019. The Scheme handbook was also revised to reflect any changes implemented during the year.

ANIMAL WELFARE SCHEME

The Animal Welfare Scheme enables members of the local community to visit, observe and report upon the conditions under which police dogs are housed, trained and transported. During the last year, 10 checks were carried out by nine scheme volunteers. Outcomes from the visits are recorded by the OPCC and shared with Gwent Police to ensure that any issues or concerns raised by the volunteers are addressed.

My Office supported the Animal Welfare volunteers during their campaign to bring about a change in the law. In April 2019, the Animal Welfare (Service Animals) Bill Act 2019, or 'Finn's Law', will be made law after receiving Royal Assent by Her Majesty the Queen. From that point on, it will be a criminal offence to harm working animals.

Working with Gwent Police, the OPCC continues to use the resulting feedback from both schemes to help ensure a suitable focus on the welfare of detainees in police custody as well as any police dogs, providing public assurance of appropriate standards in each case.

STRATEGIC EQUALITY PLAN 2016-2020

In April 2016, we published our first joint **Strategic Equality Plan**₆ (SEP) with Gwent Police. The second joint Annual Report for 2017-18 was published in September 2018 to demonstrate how we are performing against the objectives in the SEP. The activities within the OPCC action plan were also reviewed and refreshed to ensure the provision of a relevant focus and better reflection of Gwent Police's related operational activity, where appropriate.

The priorities within the SEP are aligned to and support the delivery of my Police and Crime Plan, whilst recognising the needs and expectations of our diverse communities in Gwent. As part of the work undertaken this year, the OPCC has:

- Continued to roll out the Keep Safe Cymru Scheme through the provision of internal training and external engagement with stakeholders;
- Gained Disability Confident status to demonstrate our commitment to the employment of disabled people;
- Supported community projects to help address hate crime as part of Hate Crime Awareness Week 2018;
- Continued to provide a focus on disproportionality via the OPCC's independent Legitimacy Scrutiny Panel;
- Commenced a joint stop and search engagement programme with Gwent Police that engages with key community groups across Gwent;
- Supported the practitioner event focusing on 'Honour Based Violence' and the 25th anniversary of the Stephen Lawrence murder, hosted by the Gwent internal staff association, Gwent Ethnic Minority Association (GEMA); and
- Hosted in partnership with Race Council Cymru, Gwent's first Black History Month Wales event celebrating our 'Black Icons of Wales'

A new SEP will be developed during 2019-20 to cover the four-year period 2020 to 2024. This will be published in the second quarter of 2020.

KEEP SAFE CYMRU SCHEME

Work between the OPCC and Gwent Police to implement a Keep Safe Scheme for Gwent has continued through the year. Keep Safe is designed to help people that may find it hard to speak to the police on the telephone or in person when in a potentially stressful situation, for example, in custody, during a mental health crisis or providing a witness statement.

Registering with the scheme means that Gwent Police will have access to specific information regarding an individual's communication needs to help ensure they receive the right support during engagement. Information held will include health conditions, a person's communication needs and how the person can be supported when they make contact (whether as a victim, witness or offender).

To date, xx people have signed up to Keep Safe. Activity to promote the scheme will continue through 2019-20 prior to a formal launch later in the year.

Comment [HC5]: To be updated

WELSH LANGUAGE

Separate **Welsh Language Standards**₇ were issued to the Chief Constable and I by the Welsh Language Commissioner in September 2016

During the year, my Office has continued to work closely with Gwent Police through phases one and two of implementation in support of our shared commitment towards the provision of a bilingual service. As part of this work, we have:

- Held regular meetings of the joint Welsh Language Meeting to oversee progress for implementation and continued compliance;
- Published a Welsh Language Annual Compliance Report for the OPCC for 2017-18 that highlighted the work undertaken during implementation of the Standards and reported on the statutory information required;
- Continued to engage with partners through the medium of Welsh; and
- Continued to deliver compulsory Level 1 basic Welsh language sessions across all police officers and staff that are below a minimum threshold for language skills.

Our joint Welsh Language Policy Officer has taken a proactive part in developing our Welsh language training provisions, engaging with partners on an all-Wales basis and designing internal initiatives to support the use of Welsh in the workplace.

We continue to work together towards improving our capabilities to deliver a bilingual service and will publish our Annual Compliance Reports in September 2019.

HOLDING TO ACCOUNT

One of my core duties is to hold the Chief Constable to account. To ensure the delivery of an efficient and effective police service, performance outcomes are agreed with the Chief Constable. Through effective monitoring and scrutiny, the OPCC supports me to ensure the continued development and improvement of the policing service in Gwent.

During the year I have:

- Held the Chief Constable to account at my **Strategy and Performance Board** meetings which are held in public to maximise transparency;
- Held the Chief Constable to account for reporting of data incidents and breaches and subsequent plans to review the processes currently in place;
- Implemented with Gwent Police a revised Performance Framework for the Police and Crime Plan and the Gwent Police Delivery Plan that ensured a continued focus on areas for improvement identified by HMICFRS;
- Supported the development of the Force Management Statement to meet HMICFRS requirements;
- Continued to review and challenge, where appropriate, the Chief Constable's delivery of the Staying Ahead 8 transformational change programme; and
- Monitored Gwent Police's progress in preparing for compliance with the GDPR requirements.

THE POLICE AND CRIME PANEL

The Police and Crime Panel examines the actions and decisions of the Commissioner, promotes openness and transparency in the undertaking of police

business and provides support in the effective exercise of the Commissioner's functions. The Panel is also responsible for complaints regarding the Commissioner's conduct when carrying out his role. During the year, the Police and Crime Panel dealt with three complaints regarding holding the Chief Constable to account. Information on these complaints will be published at the end of the financial year, in line with the statutory requirements placed on me in this regard.

During the year, Panel members were consulted on a wide range of projects, activities and initiatives undertaken by the OPCC, including:

- Setting the Precept;
- Monitoring the implementation of the Police and Crime Plan 2017-2021
- Production of the Annual Report for 2017-18;
- Production of the OPCC Performance Framework;
- Financial performance throughout 2018-19;
- The update to the Police and Crime Plan 2017-2021.

OPCC staff will continue to support me in my engagement with the Panel and in addressing any recommendations made as a result.

HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES

Comment [HC6]: To be updated

HMICFRS reports during the year confirmed the excellent work undertaken by Gwent Police in continuing to improve the provision of policing services to the public of Gwent.

As required by Section 55(5) of the 1996 Police Act, the OPCC has complied with statutory timescales in providing a written response to the Home Secretary on all HMICFRS Inspections relating to Gwent Police. The public can see the inspection results and any actions being taken by me and the Chief Constable regarding areas for improvement. I will continue to comply with statutory timescales and ensure that the public and Police and Crime Panel are kept fully apprised of HMICFRS results and our responses.

CRIME REPORTING

Over the last financial year, overall recorded crime in Gwent has increased by 18.8%, an upward trend seen across the police service throughout England and Wales. Within Gwent, this rise mainly relates to offences of public order and violence without injury, both of which have increased substantially.

An increase in crime can reflect a range of factors. These include continuing improvements to crime recording, more victims feeling confident to report both new and historic crime, as well as genuine increases in some crime categories. Gwent Police has continued the focus on ethical crime recording and significant investment has been made to ensure that their crime data integrity is both ethical and proportionate. This has improved Gwent's crime data integrity from 77% to over 90% in a two-year period. During 2018-19, Gwent Police received praise from

HMICFRS for their excellent approach to the appropriate identification and recording of sexual crimes.

However, Gwent Police has seen a decline in both shoplifting and domestic burglary during the year. In line with national statistics, we are seeing rises in some higher harm, lower volume crime types. This means that the number of offences in these categories are lower, but the harm they cause to individuals and communities is significant. Together with our partners, we will continue to focus on these crimes and place ever-greater emphasis on prevention. Gwent Police are currently recording low figures of knife crime and we are fully alert to gang related knife culture that is widely reported within the larger urban cities of London, Manchester and Birmingham. During 2018-19, gang related offending accounted for only 4.9% of total bladed implement offences. Work is being undertaken with key stage 3 pupils (years 7, 8 and 9) in all Newport schools in response to the identified serious issues of gang violence and knife crime with plans to roll out the initiatives across the rest of Gwent in the near future through schools liaison officers and local authorities.

Overall, crime is significantly lower than it was in the mid-nineties. In 1995, the Crime Survey of England and Wales (CSEW) estimated around 4 in 10 adults to have been a victim of crime. According to the CSEW, in the year ending December 2018, excluding fraud and computer misuse, around 2 in 10 adults were a victim of crime.

You can rest assured that the Chief Constable and I will be working together to monitor emerging trends and the factors that drive change so that we can continue to ensure that Gwent is a safe place for everyone.

VICTIM SATISFACTION

Over the last 12 months, Gwent Police has continued to see an increase in reporting from victims of hidden crime. Hidden Crime is that crime which is not easily reported or uncovered. It includes child abuse and sexual exploitation, hate crimes, domestic abuse, forced marriage, modern slavery and human trafficking, and 'honour' based violence.

There will be a genuine rise in some of these crimes, but I am confident that the increasing numbers of reports reflect improved public awareness of offences and increased confidence in reporting. Increasing volumes of recorded crime, particularly in under-reported areas of violence and sexual offending, means that there will be more victims requiring services.

Extra investment in these areas has shown a positive impact on the experiences of victims of domestic abuse. In a bespoke satisfaction survey undertaken with domestic abuse survivors during late 2018-19, 87% of respondents reported that they were satisfied with the police action taken, with 90% saying they were satisfied with the overall service received from Gwent Police.

I continue to monitor victim satisfaction across a range of outcomes. During 2018-19:

- 74% of victims stated they were satisfied with the overall service they received; and
- 92% stated they would be happy to report an incident to Gwent Police in the future.

Whilst this is a slight reduction on last year, the number of surveys undertaken was significantly lower for 2018-19. My Office will continue to work with Gwent Police to improve victim services and raise satisfaction through the Victims Strategy and existing internal Boards.

COMMISSIONER AND CHIEF CONSTABLE STATEMENTS OF ACCOUNT 2017-18

The Statements of Account 2017-18 for the Chief Constable and I received Wales Audit Office (WAO) sign-off on the 31st July, which confirmed an unqualified audit opinion for each. This successful conclusion was an important milestone as for Statements of Account covering the covering the 2018-19 financial year, the new statutory deadline for audit sign-off will be the 31st July 2019 – the previous deadline was the 30th September in each respective year.

This successful conclusion was not without challenges, and the Finance Department and the WAO undertook a 'Post Project Learning' (PPL) workshop in September 2018 to refine the year-end closure process ready for the 2018-19 financial year. The findings and action log from this PPL were reported to and monitored through the Commissioner and Chief Constable's Joint Audit Committee.

JOINT AUDIT COMMITTEE

The **Joint Audit Committee**, (JAC) provides independent assurance of risk, internal control, scrutiny and oversight of financial performance reporting processes for both the Commissioner and the Chief Constable. During 2018-19 the JAC held four formal meetings along with four 'deep dive' sessions to aid members' wider understanding of the work undertaken by the OPCC and Gwent Police. These sessions focused on:

- Regional Organised Crime Unit (TARIAN) and Welsh Extremism and Counter Terrorism Unit (WECTU);
- General Data Protection Regulation Update (OPCC and Force);
- Value for Money Profiles; and
- ACEs Early Action Together.

In September 2018, the JAC published their Annual Report for 2017-18 alongside the Statement of Accounts, detailing the work undertaken over the year and their focus for 2018-19. The Annual Report provided assurance to the Chief Constable

and I of the robustness of the work undertaken by the JAC during the year. Work is currently underway to produce the 2018-19 Annual Report.

LEGITIMACY SCRUTINY PANEL

We continue to work to ensure that police powers are used correctly in Gwent. The Scrutiny Panel is co-ordinated by my Office and examines stop and search and use of force body worn camera footage, related performance data and stop and search records twice a year. The resulting reports are provided to the OPCC and Gwent Police with any recommendations and observations arising from the exercise that are considered alongside national and local improvement plans.

During 2018-19, I was pleased to note a number of improvements to internal processes as a result of the scrutiny work undertaken. My Office will continue to work closely with Gwent Police to ensure an appropriate focus on continuous improvement.

Following the October 2018 exercise, a review of the Terms of Reference was undertaken to ensure it accurately reflects and effectively supports the process. To provide parity between stop and search and use of force scrutiny, from April 2019, each element will be considered separately on an alternating quarterly basis. The first dedicated use of force exercise will take place in July 2019.

WORKING IN PARTNERSHIP

Great emphasis has been put on building partnerships over the last year. The police cannot be responsible for policing and crime alone and most problems are best solved by the whole community working together. This 'one public service' approach is strongly embedded in the way the OPCC and Gwent Police work here in Gwent.

ADVERSE CHILDHOOD EXPERIENCES EARLY ACTION TOGETHER PROGRAMME

In 2017-18, approximately £6.8 million from the Police Transformation Fund was awarded for a 3-year period to the Wales collaboration (Gwent, South Wales, North Wales and Dyfed Powys Police and Crime Commissioners and police services, and Public Health Wales) to design and implement initiatives to tackle issues linked to ACEs - a range of traumatic and stressful events that children can be exposed to while growing up. The collaborative programme has enabled each area to identify and implement early intervention and preventative activity when ACEs are evident and/or where families are at risk of poor outcomes, as well as addressing the associated impacts on policing and partners in terms of vulnerability and crime.

Since October 2018, ACEs training has been delivered to 700 police officers and staff and 144 staff from partner agencies across Gwent. By July 2019 this will have increased to 1,300 and 550 respectively. The ACEs support hub has trained 120

Ambassadors and 180 staff in housing, with a further 20 people having completed the Train the Trainer course. Evaluation of the training is being undertaken in 2019-20.

Under the ACEs programme, Operation Encompass, a scheme to support children exposed to domestic abuse also rolled out across Gwent during the year. As part of this, police will inform schools of any domestic abuse incidents that have involved, or been experienced by children before classes start the following day, allowing the most appropriate safeguarding to be put in place. 462 children have been supported since the project went live and all schools have been very engaged with the process.

As a member of the Early Action Together governance board, I will continue to provide oversight of the programme, ensuring the best outcomes for some of our most vulnerable children within Gwent.

EARLY INTERVENTION YOUTH FUND AND SERIOUS ORGANISED CRIME

The Welsh Government, the Home Office, and the Wales Audit Office showed considerable interest in the policing and partnership work that developed in Newport in the past six to 12 months.

The EIYF project was co-ordinated by a Gwent Police Chief Inspector with the support of a SOC Board that included representation from the Welsh Government, Newport City Council, and the OPCC. It included funding for service delivery to meet criteria of early intervention and prevention, community resilience and strategic communications. To ensure the service delivery included provided a full and holistic approach to SOC for children, young people, their families, and the community, I enhanced the Home Office funding of £150,000 with a further £120,000. Delivery partners included St Giles Trust, Barnardo's, Newport Live, and Mutual Gain.

In support of Operation Jigsaw (Gwent Police's campaign against SOC in Gwent) and the SOC programme in Newport, we hosted the 'Understanding Serious Youth Violence and Gangs' partnership event with OneNewport in February 2019.

Through the EIYF, St Giles Trust was commissioned to deliver training for professionals to raise awareness of the issues facing local children, young people and communities in relation to gangs, drug dealing, violence and exploitation. The training sessions were aimed at front line officers, teaching staff, outreach workers, and other professionals working with young people and communities within Newport. The training was delivered by Junior Smart who began working with St Giles Trust after being released from prison in 2006 having serving a 10-year sentence for drug and gang offences. Due to oversubscription for the February event, a further session was scheduled for the beginning of April 2019.

Since the commencement of the work in Newport, at least one young person who was previously very resistant to engagement with services has engaged in significant intervention with St Giles Trust.

During 2019-20, we will consider the sustainability of the Newport SOC, EIYF and ACEs programmes in addressing vulnerability in children and young people, which remains a significant priority for the OPCC.

PUBLIC SERVICE BOARDS

The Well-being of Future Generations (Wales) Act 2015 provides real opportunities to ensure that service providers focus on long-term, sustainable outcomes for current and future generations. The statutory PSBs created by the Act, which have now replaced Local Service Boards (LSBs), have a crucial role to play in maintaining the health, independence and well-being of all people across Wales, and in ensuring that their lives have value, meaning and purpose.

As a statutory invitee to each of the five PSBs in Gwent, my Office maintains support for the partnership approach that is the basis of their work. We have continued to work with each of the PSBs through the year as they implemented their action plans during the year.

We have continued to work closely across the PSBs with regards to the delivery of the Gwent-wide focus on ACEs to ensure a joined-up approach to partnership working. This will continue through 2019-20 as the programme progresses into its later stages.

The OPCC communications and engagement team has been continuing its close working relationships with the local PSBs, including working together to develop opportunities for joint engagement activity, particularly over joint topics such as the precept and budget. This has allowed OPCC messaging to reach a far greater audience than in the past. In addition, the team has been responsible for the editing of the Blaenau Gwent PSB newsletter and regularly submits content for the Newport PSB newsletter. A number of meetings were also held with PSB partners during the year to examine further opportunities to collaborate.

A collective partnership desire to better understand, plan for and respond to the future wellbeing needs of the citizens of Gwent led to the commissioning of the 'Gwent Futures – scenario report'. The report joins up the work across Gwent to address the wellbeing of our future generations, and each PSB is now looking at their responses to maximise on opportunities and mitigate issues identified.

We have worked closely with Newport PSB to successfully deliver the SOC work in the City and will continue to engage with them regarding the future plans for the project.

We have continued to work with Caerphilly PSB in support of the development of the Lansbury Park Coalition for Change. The partnership seeks to positively influence and modify the way services are delivered in the area to enable a long-term culture change within the community. Plans are now being developed to provide a 'one public service' approach, with work being undertaken to identify appropriate services and resources for the area.

In Torfaen, the PSB has continued to develop a 'place-based priority' approach to develop a set of proposals that focus on the PSB's objective to *'prevent or limit the impact of chronic health conditions through supporting healthy lifestyle behaviours'*. This approach aims to establish how the PSB partners can best work together to maximise local wellbeing. The Blaenavon pilot undertaken during 2018-19 will be evaluated with the outcome used to inform the direction of future planning.

ALL WALES POLICING GROUP

The four Police and Crime Commissioners and Chief Constables of Wales continue to meet every quarter to discuss strategic issues, to identify how best they can work together to prevent crime and protect victims of crime from serious harm and to further opportunities for collaboration. The Commissioners and Chief Constables also consider the current and future Policing requirements for Wales.

From June 2018 until June 2019, I am the Chair of the All Wales Policing Group (AWPG). This means that there are additional responsibilities for the co-ordination of joint work across the four Welsh policing areas and with the Welsh Government. As a result, we agreed with the Welsh Government to establish a Policing Board for Wales, which is chaired by the Cabinet Secretary for Local Government and Public Services. This is a police-led Board, which will help to ensure that policing, as a non-devolved public service, is fully understood by the Welsh Government in terms of its role as a key partner in the delivery of the 'one public service' ethos of the Welsh Government.

Furthermore, the AWPG provided the main vehicle for gathering ideas to form part of our submission to the Comprehensive Spending Review (CSR).

COMPREHENSIVE SPENDING REVIEW

The UK Government opened the CSR in the early part of 2019. In preparation, the Home Office established a Senior Steering Group (SSG) to drive the element concerned with law enforcement. I was very pleased to have been asked by the APCC to be one of its four representatives on the SSG. Furthermore, I was the only Welsh representative on the whole of the SSG, so had particular responsibility for ensuring that the issues relevant to Wales were heard, understood and considered in the context of the overall submission. The SSG aimed to ensure that, as far as possible, the draft submission took into account the submissions from other public services so that there can be a co-ordinated approach amongst our key partners.

WELSH GOVERNMENT POLICING BOARD

The inaugural meeting of the Welsh Government Policing Board was held in November 2018. The Cabinet Secretary for Local Government and Public Services issued a formal Written Statement to the National Assembly regarding the purpose of the Board and its importance to the delivery of well co-ordinated public services.

ALL PARTY GROUP ON POLICING

Established through the Offices of John Griffiths AM, the first meeting of the Group took place at the National Assembly in July 2018. The Group has been established to provide a conduit for better understanding amongst AMs of the work of policing and the pressures we face. A full programme of future meetings has been agreed to ensure an appropriate focus on the most pressing challenges.

SAFER GWENT

I am responsible for commissioning and developing services that deliver against community safety priorities in Gwent. Established by the OPCC, Safer Gwent works with key community safety partners across the five local authority areas. The group brings together representatives from the local authorities, the local health board, registered social landlords, youth offending services and the probation and rehabilitation services. It provides a strategic and joined-up approach to achieve better community safety outcomes in tackling issues such as ASB, community cohesion, preventing re-offending, and supporting victims. This partnership approach received recognition as Good Practice by the Wales Audit Office in its 2016 report, *Community Safety in Wales*.

Through its agreed strategic priorities and using funding opportunities that I have provided, Safer Gwent has supported the commissioning of projects valued at over £600,000, including funding the provision of:

- The successful SWFRS ASB and Deliberate Fire Reduction project, which was supported by Safer Gwent in 2017. In addition to continuing to engage with young people within communities across Gwent to reduce the number of arson attacks, deliberate fires and fire related ASB such as attacks on firefighters and hoax calls, the project will look at additional areas including ACEs and Truancy;
- The Gwent Regional IDVA Service and IDVA Co-ordinators to continue to address the safety of victims at high risk of domestic abuse across all areas of Gwent and the positive impacts shown in the last year;
- The Positive Futures youth inclusion sports programme, which continues to demonstrate a positive impact across Gwent;
- Support for the Youth Offending Service to employ three Gwent-wide Substance Misuse Workers, two Victim Workers for Newport, Monmouthshire and Torfaen) and a contribution towards Out of Court Disposal provision and delivery in Blaenau Gwent and Caerphilly. This will continue to ensure

support for critical areas of youth offending services work and enhance and maintain service delivery across Gwent;

- The Gwent Regional ASB Service and Co-ordinator to ensure continued funding for local Community Safety Teams. Positive outcomes in tackling and reducing ASB and supporting victims of ASB have already been seen during the year including delivery of the partnership Community Days; and
- A Safer Communities Partnership Officer to ensure the continuation of a co-ordinated approach to the provision of ASB reduction and domestic abuse services across Newport via the Community Safety Project. The post has developed community links to aid cohesive communities across the city and support the co-ordination of a multi-agency response to community tensions.

Within this, I have also provided funding to support the Safer Gwent partnership, contributing towards a Safer Gwent Analyst and a Safer Gwent Co-ordinator.

The Safer Gwent Analyst provides shared data analysis and other work to inform the activities of the partnership and support the delivery of strategic community safety across Gwent. Based within Gwent Police, the Analyst is responsible for producing the Safer Gwent Strategic Assessment which helps to influence and inform partner's decision making processes around community safety.

The Analyst is widely supported by the Safer Gwent Co-ordinator who facilitates, co-ordinates and provides administrative support to the Safer Gwent partnership and its associated working groups in addressing community safety issues. Based within Caerphilly County Borough Council's Community Safety Partnership Team, the Co-ordinator also monitors the partnership funding allocated to statutory and non-statutory community safety partners.

My Office will continue to work with Safer Gwent during 2019-20, monitoring the impacts of the programmes administered through the partnership.

RESTORATIVE JUSTICE

Restorative justice has been shown to reduce re-offending by holding offenders to account for what they have done and helping them to take responsibility for their actions. It also gives victims the chance to meet or communicate with their offenders to explain the real impact of the crime and help them to recover from the crime.

During the year, I was pleased to co-host with Gwent Police, the 'Commissioning Safe and Effective Restorative Justice Services' workshop for Wales, delivered by the Restorative Justice Council in partnership with the APCC. One of a series of UK-wide sessions, this event brought together PCCs and relevant agencies to support the commissioning of safe and effective restorative justice services. The session provided an opportunity to hear about the latest guidance relating to restorative justice, to share good practice across PCC areas and to establish knowledge-sharing networks to further the delivery of high quality services. Feedback following

the event indicated that the workshop provided positive engagement on restorative justice opportunities to help inform future practice across Wales.

In April 2018, we appointed a new Restorative Justice Co-ordinator for Gwent for one year. This role has helped to provide oversight of the way services are delivered across the region and support a clearer and more unified approach to addressing any gaps and to establishing an effective restorative justice referral process across Gwent.

The Co-ordinator has engaged with a range of partners and stakeholders around restorative justice provision, including the Women's Pathfinder Diversion Scheme, Gwent Drug and Alcohol Service (GDAS), local Probation and Community Rehabilitation Company (CRC) services, and ASB partners. Training has also been delivered to Connect Gwent staff and volunteers, as well as the Witness Care Unit, Hate Crime Support Officers, and Women's Pathfinder staff.

The Co-ordinator received 33 referrals during the year, relating to neighbourhood disputes, ASB, criminal damage, and hate crime. Of these, nine resulted in some form of restorative intervention - one face-to-face conference, and eight shuttle mediations. The remaining cases were either referred to another agency for intervention, or were unsuitable for follow-up due to various reasons.

My Office will continue to work with Gwent Police to ensure the provision of effective restorative justice within a suite of alternative and out of court disposals.

POSITIVE FUTURES

Established in 2002 and funded by the Commissioner since 2013-14 together with other partners such as local authorities, Sport Wales, and Asda, the Positive Futures project is an inclusion programme that uses sport and physical activity to mentor and divert around 10,000 young people annually away from crime and ASB. It provides one to one mentoring for around young people and diversionary engagement programmes, training and personal development opportunities that can lead to qualifications or employment. It also offers comfortable engagement and learning environments for those young people affected by ACEs.

The programme contains two delivery elements with open access and referred opportunities:

- 1) Diversionary community provision
- 2) Bespoke educational based programmes for referred young people.

By delivering these youth engagement sessions according to need, the programme enables young people to achieve goals, whether this be qualifications or personal achievements. It also provides comfortable engagement and learning environments for young people affected by ACEs that struggle to cope within mainstream services and need more support, and those with numerous barriers to participation due to poverty and insular family issues.

Throughout the period of 2018-19, there has been an increased awareness in referrals for individuals with poor mental health that regularly have suicidal thoughts and self-harm concerns. Such young people are usually involved with a range of agencies and process are in place to ensure regular engagement between Positive Futures staff and the appropriate support service.

Positive Futures is a key partner in Operation Bang, during which time they engage with a range of young people to help divert ASB relating to Halloween and the 5th November 2018. One related project saw staff working with residents in Pill to provide a small community event. 300 people attended and feedback from community members and Gwent Police evidenced a positive impact on levels of ASB in the area.

Positive Futures also supported the Gwent Youth Question Time event in March to raise awareness of OPCC-funded diversionary programmes for young people.

STOP AND SEARCH 'KNOW YOUR RIGHTS'

Building on previous work to promote positive stop and search encounters and the 'Know Your Rights' information, the OPCC and Gwent Police launched a joint engagement programme in 2019. The programme seeks to establish a regular schedule of engagement with key groups, regularly delivering information in a suitable format. Initially aimed at young people with a focus on BAME audiences, the programme comprises 'Know Your Rights' engagement and work with the PSD and Diversity and Inclusion Team to help build confidence and trust between communities and the police. The latter element includes raising awareness of how to make a complaint to encourage reporting when a person feels they have been treated unfairly by the police.

Between January and March 2019, two workshops were held with young people in the Pillgwenlly and Maindee areas of Newport. A number of challenges were presented in terms of feelings towards the police; however, it is hoped that regular engagement will provide valuable opportunities to better understand the reasons behind this, as well as fostering more positive relationships between young people and the police.

Planned later work will include engagement with older people in BAME communities to help address any concerns as a result of poor previous experiences of stop and search.

CYBERCRIME

Policing continues to face significant challenges related to cyber related crimes and incidents. We have continued to invest in our resources to ensure that we are able to deal with new and existing threats. Cyber enabled crime in Gwent increased by 45.8% during 2018-19 compared to the previous year. This is an upward trend that has been seen over the last four years. Crimes includes online scams, identity fraud

and sexual exploitation. A significant amount of the budget I have allocated to Gwent Police is directed towards tackling and preventing cybercrime.

Cyber enabled bullying/harassment accounts for the majority of cyber enabled crime in Gwent, followed by exploitation and deception/fraud. Cyber enabled bullying/harassment offences mainly involve making threats or sending abusive messages via social media such as Facebook, Instagram, Snap Chat, etc. and these offences have increased by 54.8% over the last year.

Operation Signature continues to safeguard vulnerable victims of fraud. When an online fraud is reported, trained financial investigators attempt to trace the movement of credit through the banking system, and attempt to recover stolen money. The Financial Abuse Co-ordinator and Safeguarding Officer, based in Connect Gwent, visits vulnerable victims of crime to offer appropriate support and crime prevention advice. A Cyber Community Support Officer uses social media channels to provide the public with up-to-date advice on how to avoid becoming victims of online fraud. I look forward to seeing the continued positive impact of Operation Signature.

Based within the Learning and Development team, the Digital Trainer provides support for the delivery of cyber training packages for all frontline officers. Future work includes a programme of practical-based digital investigation training for officers.

During 2019-20, Gwent Police will be upskilling a greater number of front line officers with both internal training and external inputs through organisations such as Get Safe Online. This will equip them to deal more effectively with the less serious and complex cyber based crimes.

The additional resources and training will continue to improve Gwent Police's investigative capability, assisting them in bringing offenders to justice and improving services to the public.

MODERN DAY SLAVERY AND HUMAN TRAFFICKING

My Office has continued to work with the Modern Day Slavery and Human Trafficking (MDSHT) Police Transformation Regional Co-ordinator, national strategic lead, and Regional Anti-Slavery Partnership Chair to ensure the review of MDSHT that I initiated, is robust. This has ensured that we have a strong evidence base that illustrated our priorities for tackling MDSHT as a police service and jointly with partners.

The review was completed in the summer of 2018 and the resulting recommendations taken forward through the national and regional anti-slavery partnerships. The findings have provided more consistent approaches to these issues across the policing areas in Wales and better integrated activities between devolved and non-devolved organisations. They have also been used as the basis

of our response to the Modern Day Slavery and Human Trafficking Home Affairs Select Committee call for evidence during 2018-19.

In June 2018, the Modern Day Slavery Advocate 12-month pilot commenced. Employed by Victim Support, the post has provided direct support to a number of victims of modern day slavery subjected to either sexual or labour exploitation. One individual was a British national. The Advocate has also supported police operations and other activity with agencies such as the Home Office Immigration Team and the Gangmasters and Labour Abuse Authority (GLAA) as required.

To support better partnership working, five days of MDS awareness and safeguarding events were delivered to 600 attendees from various agencies across Gwent. This will help to ensure consistent approaches to MDS issues and secure better outcomes for victims.

I continue to represent the four Welsh Police and Crime Commissioners at the Welsh Government's All Wales Anti-Trafficking Leadership Group, the All Wales Anti-Slavery Leadership Group and the Police and Crime Commissioner UK Network for Modern Slavery and Human Trafficking. This ensures that, alongside the work of the Gwent Anti-Slavery Group, we are actively contributing and influencing the national approach to tackling modern slavery and human trafficking.

PROVISION OF DIVERSION SCHEMES

Established in 2013, the Women's Pathfinder is an Integrated Offender Management (IOM) Cymru initiative that aims to 'design and deliver a women-specific, whole system, integrated approach to service provision for women who come into contact with the criminal justice system in Wales'. It supports the female on their journey through the criminal justice system from the point of arrest to release from prison, by ensuring that there is a multi-agency, co-ordinated response for each case. A key feature of the scheme is the provision of a multi-agency response to divert women (where appropriate) away from the criminal justice system and into community support and interventions at the earliest opportunity. Women's Pathfinder has been running in Gwent since October 2015 and, to date, 347 women have been diverted through the scheme.

Throughout 2018-19, my Office, working with Gwent Police, continued to develop the provision of diversion opportunities for all low level and first time offenders in Gwent, with a particular emphasis on vulnerable people. With the existing Women's Pathfinder contract due for retender, in October 2018, the Integrated Offender Management (IOM) Cymru Women's Pathfinder Whole System Approach Market Engagement Event took place in Cardiff. A joint event between IOM Cymru, Gwent OPCC and Police and South Wales PCC and Police, the session provided a chance for interested providers to learn more about the tendering opportunities on offer. As part of this, Gwent OPCC and Police have tendered for the new 18 to 25 diversion scheme. This is the largest cohort of offenders and is an appropriate step in

enhancing the diversionary support on offer in Gwent. The new services are scheduled to commence by the end of July 2019.

There can be no doubt that diversion schemes provides benefit to society through reduced reoffending and the increased capability of the individuals involved to live more positive lives. I look forward to seeing further developments and positive outcomes over the next few years.

GWENT DRUG AND ALCOHOL SERVICE (GDAS) AND GWENT-IRIS

Operated jointly between the OPCC, local Area Planning Board (APB) and the National Probation Service, GDAS provides the first Gwent-wide integrated drug, alcohol and family intervention service for individuals, including offenders and communities affected by substance misuse. The criminal justice element is provided through the Integrated Recovery Interventions Service (IRIS). 2018-19 saw the GDAS-IRIS focus on tackling the emerging trends of drug-related organised crime, homelessness and domestic abuse through increased partnership work with the statutory authorities and third sector partners

The service received 1,440 referrals during 2018-19 and key achievements for the year include:

- Extending the existing Arrest Referral Service into the Ystrad Mynach custody suite in January 2019;
- Working with Gwent Police to support operational activity linked to criminal exploitation to ensure that vulnerable individuals are safeguarded from any further risk of exposure;
- With Public Health Wales, co-ordinating a mobile testing unit for tuberculosis. 144 people were screened and a template for future inter-agency co-operation has since been agreed;
- Supporting the multi-agency response to SOC in Gwent, providing appropriate interventions where identified;
- Participating in the Newport Rough Sleepers Task Groups to signpost, provide information and support individuals with acute housing issues. Substance misuse and offending have been highlighted as common issues within the rough sleeper community; and
- Continuing to support multi-agency collaboration to provide specialist interventions for sex workers. GDAS staff regularly contribute to intelligence gathering and strategic planning, and work alongside local agencies including Gwent Police on targeted operations.

COMMUNITY COHESION

Community cohesion plays a key role in the prevention and reduction of crime and ASB. The OPCC, Gwent Police and partners continue to actively work together to create a Gwent that is integrated, cohesive and resilient. Underpinning this work is the Well-being of Future Generations Act and the vision for 'a Wales of cohesive

communities'. The OPCC has been involved in a number of activities that support cohesion, including:

- Continued, active involvement in the Safe and Cohesive Communities Group that monitors progress of the Pill Area Focus Plan;
- Supporting the launch of the PCC-funded Newport People First and Torfaen People First short film project aiming to raise awareness of 'mate crime';
- Regular engagement with community groups including People First groups, Asylum Seeker and Refugee support services, a range of BAME (Black, Asian and Minority Ethnic) networks, LGBT (Lesbian, Gay, Bisexual and Transgender) forums and Community Connectors across Gwent;
- Supporting various campaigns linked to national initiatives, including Hate Crime Awareness Week, Black History Month, LGBT History Month and Disability Awareness Week;
- Funding support for projects that seek to tackle hate crime and increase community cohesion and feelings of inclusiveness among young people in Gwent; and
- Supporting Gwent Police's active recruitment of new police officers from our diverse communities.

In October 2018, the OPCC part-funded and co-hosted with Race Council Cymru, a Black History Month (BHM) Wales event in Newport. This was the first of these events held in Gwent. 2018 marked the 11th anniversary of BHM Wales celebrations and the theme was 'Black Icons of Wales'. The event featured keynote speeches from both the Chief Constable and I, and Simon Wooley, the Director of Operation Black Vote, as well as a number of community members that have made social, economic, or other contributions to Gwent. Attendees welcomed a Gwent-based event and encouraged similar local activities in the future.

The OPCC is a member of the Hate Crime Criminal Justice Board Cymru. This ensures we have strategic oversight of the key issues across Wales that may impact on how we support our local communities, whilst enabling us to feed into the development of relevant Welsh Government strategies such as the Community Cohesion National Delivery Plan 2017-2020.

In October 2018, the OPCC received £5,000 from the Welsh Government to support Gwent Police in its activities during Hate Crime Awareness Week (HCAW). In a change to previous arrangements, we jointly invited bids from community groups to support specific HCAW activities. These activities needed to address local identified need, with priority areas for funding including (but not limited to):

- Encouraging reporting of disability hate crime;
- Challenging online homophobia, biphobia and transphobia

- Raising awareness of hate crime within Gypsy, Roma and Traveller communities;
- Sharing the experiences of asylum seekers and refugees with the wider community;
- Building confidence within faith groups (particularly Muslim women) to report hate crime;
- Tackling hate in the late night economy (abuse directed at shop, bar and restaurant workers and taxi drivers).

The fund supported 11 projects across Gwent to deliver activities during HCAW and beyond. One of the projects that ran during the week was BGfm's anti-hate crime 'advert' that was brought to life by local school children and our own Mini Police. The projects have been evaluated to understand the outcomes of the funding and feedback received from applicants has demonstrated a positive impact in terms of awareness and understanding of what hate crime is, and what can be done to report it.

COMMUNITY FUNDING

For 2018-19, I chose to refocus the future of my community funding arrangement with the launch of my Police Community Fund. The new scheme focuses on providing support for Gwent's most disadvantaged areas, particularly for groups or organisations already working with young people in those areas. Community and partnership working is central to the success of my Police Community Fund; local Police teams working at the heart of these community groups act as the link between the OPCC, Gwent Police and the beneficiaries. As previously, the activities supported must have clear links to the priorities within the Police and Crime Plan 2017-2021. The Fund is also aimed at other crime prevention initiatives as well as tackling poverty, and safeguarding the most vulnerable in our communities, without duplicating other funding sources.

During the year, the Multi-Agency Assessment Board agreed to fund six projects across the Gwent policing area, two in the West local policing area (LPA), three in the East LPA, and one working pan-Gwent. Half-yearly decision logs are published on the OPCC website detailing the projects that have been awarded funding. All successful projects will be required to evidence their compliance with the requirements of the grant, and the subsequent impacts.

I have also continued to support the High Sherriff's Community Fund. The annual grant-making event took place in March 2018. Community groups, voluntary organisations and local charities in Gwent were invited to apply for up to £5,000 for projects that share the aims and vision of the High Sherriff's Community Fund. The fund is created from money raised by the High Sherriff throughout the year in addition to a contribution made by my Office from the proceeds of crime.

CRIME PREVENTION PANELS

The OPCC continues to provide funding support to the Crime Prevention Panels established within the Blaenau Gwent, Caerphilly and Torfaen areas of Gwent. This year also saw the introduction of Crime Prevention Panels within the Newport area. Panels are supported by Gwent Police officers and are set up to assist with promoting activity, education and public awareness by publicising crime prevention initiatives that support the reduction of crime and its impact on the community.

During 2019-20, we will continue to support the establishment of new Crime Prevention Panels in other areas. The OPCC will continue to work with all the Panels to ensure effective use of the funding provided

IMPROVING THE CRIMINAL JUSTICE PROCESS

I continue to Chair the Gwent Criminal Justice Strategy Board. My Office has continued to work with our criminal justice partners to promote a more efficient and effective criminal justice system for Gwent that provides improved outcomes for victims.

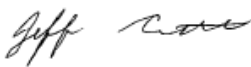
During the year, the Board has undertaken deep dives regarding MDSHT, disability hate crime prosecutions, VASDASV, and the Wales Blueprint for Women and Youth Justice. The Board has agreed to act as the scrutiny body for the Domestic Abuse Best Practice Framework and is monitoring the implementation of the local stalking and harassment protocol.

During 2019-20, supported by OPCC staff, the Board will be working to monitor compliance with the Code of Practice for Victims of Crime in order to meet national requirements for local Criminal Justice Boards.

LOOKING TO THE FUTURE

To be drafted

Jeff Cuthbert



Police and Crime Commissioner for Gwent.

WEB LINKS INDEX

Comment [HC7]: To be updated for accuracy in final document

1.	Gwent Police and Crime Plan 2017-2021 (Page x) www.gwent.pcc.police.uk/fileadmin/documents/Gwent_Police__Crime_Plan_English_WEB.pdf
2.	Well-being of Future Generations (Wales) Act 2015 (Page x) gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en
3.	Gwent Police and Crime Panel (Page x) www.gwentpcp.org.uk/
4.	Gwent section of the HMI CFRS website (Page x) www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/gwent/
5.	Gwent OPCC Publication Scheme (Page x) www.gwent.pcc.police.uk/freedom-of-information/publication-scheme-overview/?L=0
6.	OPCC and Gwent Police Joint Strategic Equality Plan 2016-2020 (Page x) www.gwent.pcc.police.uk/transparency/publications/strategic-equality-plan-and-objectives/?L=0
7.	Gwent OPCC Welsh Language Information (Page x) www.gwent.pcc.police.uk/about-us/welsh-language/?L=0
8.	Gwent PCC Strategy and Performance Board (Page x) www.gwent.pcc.police.uk/transparency/strategy-performance-board/?L=0
9.	Gwent Joint Audit Committee (Page x) www.gwent.pcc.police.uk/transparency/joint-audit-committee/

GWENT POLICE AND CRIME PANEL FORWARD WORK PROGRAMME 2018/19

27th September 2019 at 10am

- Performance Reporting
- PCC Update Report
- MTFP and Budget Setting Timetable
- Treasury Management Year End Report
- Welsh Language Standards Annual Report
- Absence Management Presentation

13th December 2019 at 10am

- Treasury Management Strategy 2020/21 (Info)
- Treasury Management 6 month Update Report 2019/20 (Info)
- Performance Reporting
- PCC Update Report
- Initial Budget Briefing

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