

# **Her Majesty's Inspectorate of Constabulary**



## **Baseline Assessment Gwent Police**

**October 2005**

*Gwent Police - Baseline Assessment*  
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## **Contents**

**Introduction to Baseline Assessment**

**Force Overview and Context**

## **Findings**

**Summary of Judgements**

- 1 Citizen Focus (Domain A)**
  - Fairness and Equality
  - Neighbourhood Policing and Community Engagement
  - Customer Service and Accessibility
  - Professional Standards
  
- 2 Reducing Crime (Domain 1)**
  - Reducing Hate Crime and Crimes against Vulnerable Victims
  - Volume Crime Reduction
  - Working with Partners to Reduce Crime
  
- 3 Investigating Crime (Domain 2)**
  - Investigating Major and Serious Crime
  - Tackling Level 2 Criminality
  - Investigating Hate Crime and Crimes against Vulnerable Victims
  - Volume Crime Investigation
  - Forensic Management
  - Criminal Justice Processes
  
- 4 Promoting Safety (Domain 3)**
  - Reassurance
  - Reducing Anti-Social Behaviour and Promoting Public Safety
  
- 5 Providing Assistance (Domain 4)**
  - Call Management
  - Providing Specialist Operational Support
  - Roads Policing
  
- 6 Resource Use (Domain B)**
  - Human Resource Management
  - Training and Development
  - Race and Diversity
  - Resource Management
  - Science and Technology Management
  - National Intelligence Model
  
- 7 Leadership and Direction**
  - Leadership
  - Strategic Management
  - Performance Management and Continuous Improvement

**Appendix 1 Performance Tables**

**Appendix 2 Glossary**

## Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Gwent Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair or Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable or Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities

*Gwent Police - Baseline Assessment  
October 2005*

affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

#### *The Future Development and Application of Baseline Assessment*

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

*Gwent Police - Baseline Assessment  
October 2005*

*Conclusion*

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Denis O'Connor, CBE, QPM, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Gwent in terms of demography, policing environment and other socio-economic factors: Cheshire, Durham, Hertfordshire, Kent, Lancashire, Humberside, Northamptonshire and South Wales. When making comparisons in this report, the average performance in this group, known as the most similar forces (MSF), will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

*Gwent Police - Baseline Assessment  
October 2005*

| <b>Baseline Assessment 2005 Frameworks</b>  |  |  |   |
|---|--|--|---|
| <b>1 Citizen Focus (PPAF domain A)</b>  |  |  |   |
| <b>1A Fairness and Equality</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> </ul>   | <b>1B Neighbourhood Policing and Community Engagement</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Community involvement with police</li> </ul>   | <b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>  | <b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul> |
| <b>2 Reducing Crime (PPAF domain 1)</b>   |  |  |   |
| <b>2A Reducing Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime</li> <li>• Performance in reducing these crimes</li> <li>• Multi-agency police protection arrangements (MAPPA) and sex offenders</li> </ul>                                       | <b>2B Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>  | <b>2C Working with Partners to Reduce Crime</b> <ul style="list-style-type: none"> <li>• Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs)</li> <li>• Drugs prevention/harm reduction</li> <li>• CDRP crime reduction performance</li> </ul>  |   |
| <b>3 Investigating Crime (PPAF domain 2)</b>  |  |  |   |
| <b>3A Investigating Major and Serious Crime</b> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul> | <b>3B Tackling Level 2 Criminality</b> <ul style="list-style-type: none"> <li>• Crime that crosses BCU and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act (POCA))</li> <li>• Effective targeted operations</li> <li>• Quality packages to National Criminal Intelligence Service (NCIS)</li> </ul> | <b>3C Investigating Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Investigation/detection of child abuse, race crime, DV and homophobic crime</li> <li>• Integration with overall crime strategy</li> <li>• Joint training (eg with social workers) and investigation</li> </ul> |   |
| <b>3D Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>   | <b>3E Forensic Management</b> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>   | <b>3F Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handling</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>  |   |

*Gwent Police - Baseline Assessment  
October 2005*

|   |  |  |
|---|--|--|
| <b>4 Promoting Safety (PPAF domain 3)</b>   |  |  |
| <b>4A Reassurance</b> <ul style="list-style-type: none"> <li>Operational activity to reassure communities</li> <li>Use of media to market success</li> <li>Uniformed patrol and visibility</li> <li>Extended police family</li> <li>Performance in reducing fear of crime</li> </ul>  | <b>4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety</b> <ul style="list-style-type: none"> <li>Non-crime activities of CDRPs and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> <li>Road safety partnerships</li> <li>Emergency planning</li> </ul>  |  |
| <b>5 Providing Assistance (PPAF domain 4)</b>   |  |  |
| <b>5A Call Management</b> <ul style="list-style-type: none"> <li>All aspects of call handling and call management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>  | <b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>   | <b>5C Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> </ul>  |
| <b>6 Resource Use (PPAF domain B)</b>   |  |  |
| <b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and safety</li> <li>Performance in key HR indicators</li> </ul>  | <b>6B Training and Development</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>   | <b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>   |
| <b>6D Resource Management</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> </ul>  | <b>6E Science and Technology Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>  | <b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>   |
| <b>7 Leadership and Direction</b>   |  |  |
| <b>7A Leadership</b> <ul style="list-style-type: none"> <li>Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul> | <b>7B Strategic Management</b> <ul style="list-style-type: none"> <li>Integrated strategic planning framework</li> <li>External communication/ consultation</li> <li>Relationship with local police authority (PA)</li> <li>Police reform implementation</li> <li>Internal communication/ consultation</li> <li>Programme and project management</li> <li>Management of reputation/ public expectations</li> </ul> | <b>7C Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul> |

## **Force Overview and Context**

Gwent is responsible for policing the south-east of Wales, an area with a resident population of just over half a million. At the end of March 2004, the force consisted of 1375.7 police officers and 629.3 police staff members. The force covers over 600 square miles (155,600 hectares) comprising valley communities as well as a number of larger towns, including Monmouth, Caerphilly, Pontypool and Ebbw Vale and the city of Newport. Newport experiences policing problems unlike those anywhere else in the force, as a result both of its multi-ethnic community and its vibrant social scene. The area's economy, once reliant on heavy industry and mining, has suffered considerably in recent years as these industries have declined or ceased. Within the force area are high levels of deprivation: the county borough councils of Caerphilly, Torfaen and Blaenau Gwent fall within the West Wales and Valleys Objective 1 area (which gives access to special grants from the European Community available for areas where, per capita, the gross domestic product is less than 75% of the EC average). In addition, all the wards in Newport City Council and 31 of the 36 wards in Monmouthshire County Council contain areas of economic hardship that qualify for funding under either Objective 2 or transitional programmes to support the economic and social conversion of areas.

The force headquarters is in the town of Cwmbran, and the force area is divided into three basic command units (known locally as divisions). These are Newport, with a population of 138,826; Torfaen and Monmouthshire, with a population of 175,900; and Caerphilly and Blaenau Gwent, with a population of 239,600. Each basic command unit (BCU) is coterminous with one or more unitary authority and community safety partnership (CSP). The chief officer team is based at headquarters and comprises the Chief Constable, Michael Tonge, Deputy Chief Constable (DCC) Mick Giannasi, Assistant Chief Constable (ACC) William Horne and Director of Finance and Administration David Ansell. The command team has been together since May 2005. Chief officer portfolios have been designed to place the force in the optimum position to deliver a citizen-focused neighbourhood policing style. The DCC has responsibility for policing activities which directly deliver this style of policing (area policing, call handling, criminal justice, community safety and strategic planning). The ACC is responsible for those areas of the business which enable and support this delivery (specialist operational support, information services, human resources, diversity and professional standards). The chair of the police authority has established with the Chief Constable what both view as an open and constructive working relationship.

The force budget for 2004/05 is £98 million, which represents an increase of 6.5% (£6 million).

*Gwent Police - Baseline Assessment  
October 2005*

| Summary of Judgements   | Grade            | Direction of Travel |
|---|------------------|---------------------|
| <b>1 Citizen Focus</b>  |                  |                     |
| 1A Fairness and Equality  | <b>Fair</b>      |                     |
| 1B Neighbourhood Policing and Community Engagement                | <b>Fair</b>      | <b>Stable</b>       |
| 1C Customer Service and Accessibility                             | <b>Fair</b>      | <b>Stable</b>       |
| 1D Professional Standards   |                  |                     |
| <b>2 Reducing Crime</b>   |                  |                     |
| 2A Reducing Hate Crime and Crimes against Vulnerable Victims      | <b>Fair</b>      | <b>Stable</b>       |
| 2B Volume Crime Reduction   | <b>Fair</b>      | <b>Improved</b>     |
| 2C Working with Partners to Reduce Crime                          | <b>Good</b>      | <b>Stable</b>       |
| <b>3 Investigating Crime</b>                                      |                  |                     |
| 3A Investigating Major and Serious Crime                          | <b>Good</b>      |                     |
| 3B Tackling Level 2 Criminality                                   | <b>Fair</b>      |                     |
| 3C Investigating Hate Crime and Crimes against Vulnerable Victims | <b>Fair</b>      | <b>Stable</b>       |
| 3D Volume Crime Investigation                                     | <b>Excellent</b> | <b>Stable</b>       |
| 3E Forensic Management  | <b>Fair</b>      | <b>Stable</b>       |
| 3F Criminal Justice Processes                                     | <b>Fair</b>      | <b>Stable</b>       |
| <b>4 Promoting Safety</b>   |                  |                     |
| 4A Reassurance  | <b>Good</b>      | <b>Stable</b>       |
| 4B Reducing Anti-Social Behaviour and Promoting Public Safety     | <b>Good</b>      | <b>Stable</b>       |
| <b>5 Providing Assistance</b>                                     |                  |                     |
| 5A Call Management  | <b>Fair</b>      | <b>Stable</b>       |
| 5B Providing Specialist Operational Support                       | <b>Fair</b>      | <b>Stable</b>       |
| 5C Roads Policing   | <b>Good</b>      | <b>Stable</b>       |
| <b>6 Resource Use</b>   |                  |                     |
| 6A Human Resource Management                                      | <b>Fair</b>      | <b>Improved</b>     |
| 6B Training and Development                                       | <b>Fair</b>      | <b>Improving</b>    |
| 6C Race and Diversity   | <b>Fair</b>      |                     |
| 6D Resource Management  | <b>Good</b>      | <b>Stable</b>       |
| 6E Science and Technology Management                              | <b>Fair</b>      | <b>Stable</b>       |
| 6F National Intelligence Model                                    | <b>Fair</b>      | <b>Stable</b>       |
| <b>7 Leadership and Direction</b>                                 |                  |                     |
| 7A Leadership   | <b>Good</b>      |                     |
| 7B Strategic Management   | <b>Good</b>      | <b>Improved</b>     |
| 7C Performance Management and Continuous Improvement              | <b>Fair</b>      | <b>Stable</b>       |

## 1 Citizen Focus (Domain A)

Gwent Police has strong links with its communities and this has been the case for many years. The force is developing these links further by adopting a 'neighbourhood policing' style that better meets the needs and expectations of local communities and partners. To assist in this, the force has created a strategic role of head of citizen focus and is working towards writing a neighbourhood policing strategy.

There is a high detection rate for racially or religiously aggravated offences and a proactive approach to complying with the legislation on disability discrimination. There is an independent advisory group in existence and other informal arrangements for consulting with hard-to-reach groups. However, the force would benefit from a better corporate approach to diversity issues, with clear lines of reporting being communicated to all levels.

The police authority also has close links with communities and holds regular consultative meetings that are supported by local police commanders.

### 1A Fairness and Equality

|      |
|------|
| Fair |
|------|

#### Strengths

- Gwent detects a high percentage of racially or religiously aggravated offences (58.4%) and is at the top of its MSF for this category. The national average is 36.4%.
- There are examples of headquarters departments and divisions seeking advice from the force diversity officer, for example on community tension indicators.
- The race equality scheme is being revised in accordance with national guidelines, and an action plan is in place. There is a desire to mainstream the contents of the scheme into other key documents and policies in an effort to make explicit links between the scheme and operational policing.
- There is evidence that divisions are keen to build up trust with and among the many diverse communities within the force's area. For example, divisions have set up their own units or divisional diversity officers to meet the need of ensuring equity in delivery of policing services.
- The force has made some progress to comply with the Disability Discrimination Act, in particular through increasing access to police buildings. There is an action plan to address other areas identified.
- The force has adopted the True Vision self-reporting scheme for hate crime, and work is being progressed through the South West regional diversity meeting to develop a disability hate crime pack.

#### Areas for Improvement

- Satisfaction rates among victims of racist incidents are not good, with 62.5% being satisfied with the overall service, compared with the MSF average of 72.8%. The percentage of victims who declared they were very or completely satisfied stands at

*Gwent Police - Baseline Assessment  
October 2005*

37.5%, placing the force bottom of its MSF and behind the national average of 47.2%. There is a far greater difference in satisfaction rates between black and minority ethnic (BME) groups and white groups than the MSF average.

- There is no up-to-date force diversity strategy, and as yet no progress to develop one in consultation with key internal and external stakeholders has been made.
- The ACC leads the force on diversity, but the DCC has the operational portfolio. There is a lack of clarity as to who will progress matters identified by the force diversity officer in respect of external service delivery. Furthermore, operational staff were unaware of the responsibilities of the chief officers for diversity issues.
- The force has set up working groups that deal with some of the national issues impacting on diversity (eg the Diversity Matters working group), which are reasonably effective in meeting national requirements. The working groups set out action plans to achieve some of the recommendations from national reports. However, there is not a comprehensive approach to this issue in place.
- There is a small independent advisory group, which was established very recently, but as yet this has not contributed to the organisation.
- There is no corporate approach to diversity and no practical support for the force diversity officer and divisions in these matters.
- Apart from statutory returns such as stop and search data, the force does not monitor other diversity data, and therefore there are no performance objectives or management thereof that relate to fairness and equality.
- The force diversity officer holds a very wide portfolio and as a result of this cannot meet the needs of divisions and departments.
- There is little dedicated training or development in respect of providing skills to deal with fairness and equality. While such matters are threaded through other training courses, there are few development courses that are attended by operational officers once outside their probation.

**1B Neighbourhood Policing and Community Engagement**

Fair

Stable

**Strengths**

- The force is committed to developing neighbourhood policing as its approach to making citizen focus the forefront of activity, and 66 extra police constables have been allocated to the scheme. A recent strategic leadership seminar was dedicated to this issue, and all BCU commanders and strategic leads have signed up to the concept.
- The force has appointed a chief superintendent as head of citizen focus, a new department that is progressing the issues involved in this area of policing. The force has attended national conferences in respect of neighbourhood policing and has started to apply the identified best practice within Gwent.
- The force is active in community engagement, and formal police authority consultative meetings are held on each division. Divisional senior managers and a member of the police authority attend these meetings.
- Neighbourhood officers are allocated beats/wards that are coterminous with local authority wards, and tasked using the National Intelligence Model (NIM) to identify local needs and the best way to meet those needs. The neighbourhood policing style is supportive of the needs of the various diverse communities in Gwent. One division already has an established policing team that works on a ward basis, supported by police community support officers (PCSOs) and council-employed community wardens.
- There is a community safety accreditation scheme in place, and a local 'warden' scheme in Newport City has achieved accreditation for its wardens.
- The force has a number of PCSOs attached to neighbourhood policing teams. The PCSOs patrol almost entirely on foot, maximising their visibility to their communities. They receive training and development in all aspects of their work and are fully integrated into the police family.
- Officers are tasked through sectional tasking to positively deal with issues that impact on community cohesion. Community intelligence is a standing agenda item at the force security review group, and community intelligence issues are also being raised by other agencies in relation to hate crime.
- The force has started to invite the diversity officer to force tactical tasking and co-ordination (T&C) meetings where issues such as community intelligence and the impact of police activity on diverse communities are discussed and handled. This is a good initiative that assists in meeting the needs of communities and ensuring that police action is equitable.
- HQ community safety staff and the diversity officer sit on a number of multi-agency forums. Any community intelligence from these forums is fed into the force intelligence system, particularly in respect of identifying tension indicators within the force area.

*Gwent Police - Baseline Assessment  
October 2005*

- Gwent Police plays an active role in assisting Neighbourhood Watch to achieve its goals. It provides administrative assistance for the organisation and provides facilities for it to hold its meetings.

**Areas for Improvement**

- 44.4% of people believe that Gwent Police does a good job, compared with an MSF average of 45.9% and a national average of 48.6%.
- The force does not have an overarching citizen focus or neighbourhood policing strategy. Neighbourhood policing plans are being prepared by BCUs, but without corporate direction; and all are at different stages of development. While the force recognises the need to write a force strategy covering all aspects of the policing style to be adopted, there is no timescale for producing it.
- There is uncertainty as to which incidents neighbourhood policing teams should be attending and this affects the deployment of such staff by sergeants who are not supervisors of neighbourhood policing teams. There is no clear policy on the role of neighbourhood policing officers.
- There has been no back fill of officers redeployed to neighbourhood policing teams on divisions, which has had an impact on the resources available to core policing. This has led to queues building up in jobs to be attended by first response staff.
- There is no performance framework in place to measure any of the neighbourhood policing teams' activities and impact.
- There is scope for the police authority to take a greater lead in community engagement now that it has employed a community development and partnership officer. The force and the authority are exploring ways to develop more effective strategy for engagement, at both force-wide and BCU levels.
- There is an active Special Constabulary with some 130 members at present. The force has a target of 200 such officers within the next year. However, the constabulary is not deployed effectively in every division, and no strategic direction is provided from headquarters.

## 1C Customer Service and Accessibility

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

### Strengths

- The management structure of the headquarters support function has been reviewed, and a new citizen focus and partnership policing department has been created, headed by a chief superintendent. There will be a full review of citizen focus policing, encompassing partnership working and the customer service ethos.
- The force has an implementation plan for full compliance with the national quality of service commitment. Implementation is managed centrally at strategic performance management meetings, with lead officers being held accountable for delivery. The police authority also monitors implementation through a standing committee.
- The force has introduced a criminal case management project that looks at the needs and expectations of witnesses and victims within the criminal justice process as part of customer service. The force has received recognition for its efforts in assisting witnesses at magistrates' courts.
- Most stations have engaged a number of community volunteers who provide a valuable service in keeping stations open, especially some of the smaller out-stations. Some sections run 'one-stop shop' services in community-based premises. Surgeries are run in most sections on a regular basis and some in partner agency premises.

### Areas for Improvement

- Satisfaction data places the force at the bottom end of its MSF in a number of key areas, particularly for victims that are 'very/completely satisfied' with making contact with the police, which is 60.1%, compared with the MSF average of 70.8% and the national average of 65.5%. Victims that are just 'satisfied' amount to 84.4%, again below the MSF average of 90.1% and placing the force bottom of its MSF group.
- There are no systems in place to capture results from user satisfaction surveys so that BCU commanders and heads of department can be held accountable against targets for improving customer service.
- In 2004/05, 65.3% of police buildings open to the public were accessible to disabled persons. While this represents an increase of 30% from 2003/04, this is still lower than the national average of 76.9%.
- A communication strategy is being developed to include the quality of service commitment but has yet to be completed.

## **1D Professional Standards**

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, APA, HO and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

## 2 Reducing Crime (Domain 1)

Overall, crime reduced in the Gwent Police area during 2004/05, but the force is still awaiting its final audit in respect of the National Crime Recording Standard (NCRS). The force collaborates closely with its neighbours and the Welsh Assembly Government in respect of crime against vulnerable victims and, in the main, has been successful in reducing these. However, partner-on-partner domestic violence is above the national average.

Divisional commanders play a prominent role in local CSPs and are held to account for divisional performance against targets set by the partner agencies. All divisional policing plans include crime reduction targets.

The force received an 'amber' grade in the last audit for compliance with the NCRS and efforts have been made to ensure this is changed for the better when the next scheduled audit takes place in October 2005.

### 2A Reducing Hate Crime and Crimes against Vulnerable Victims

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

#### Strengths

- The force reduced the number of racially or religiously aggravated offences by almost 3% in 2004/05 compared with the previous 12 months. The force detected 58.4% of offences that were racially or religiously aggravated, which was an increase in detections on the previous year, placing the force at the top of its MSF and in the top five in England and Wales.

#### *Hate crime*

- The force's policies on hate crime contain best practice identified in the Association of Chief Police Officers (ACPO) hate crime manual, and cover all aspects of diversity, including disability, age and gender.
- Force research is undertaken regarding hate crime that identifies repeat victimisation and emerging issues. These are raised and discussed through the multi-agency forum that deals with hate crime. Where there is evidence of repeat victimisation, a multi-agency approach is adopted to make best use of resources to reduce the problem, and reduce the fear of crime.
- The force collaborates formally with the other forces in Wales in respect of all hate crime and crimes against vulnerable victims, with meetings being held between commensurate post holders to ensure a professional approach that reflects the views of the Welsh Assembly Government forum.

#### *Domestic abuse and child protection*

- The force has child protection policies that cover the investigation process, and it is clear that staff are aware of their role and responsibilities.
- All child abuse investigations are carried out by dedicated staff, who work from four locations within the force so as to be coterminous with the local authority areas. Investigations are managed by the detective inspector of the family protection unit (FPU), who is responsible for ensuring compliance with force policy, from initial contact to briefing the chief officer lead.

*Gwent Police - Baseline Assessment*  
*October 2005*

- Child abuse investigators receive training for their role, and in Gwent this is delivered by the FPU detective inspector, who has training qualifications. Supervisors within child abuse investigation units also receive training and recent courses were full to capacity.
- Officers dealing with domestic violence and child abuse are co-located in one team called the family support unit. An inspector heads each unit, which ensures a close link between these related areas.
- Public protection and family protection officers attend T&C meetings and contribute to the process by updating the meeting on crimes against vulnerable victims and managing dangerous offenders.

**Areas for Improvement**

- The domestic violence policy has been reviewed to take account of the most recent national good practice. However, this has yet to be published in its revised format, and therefore staff are operating under a policy that is some years old.
- Training courses have been arranged for non-specialist supervisory staff in respect of domestic violence issues, but the courses have not been well attended, with examples of staff being allocated a place on a course but not turning up.
- There are difficulties in sharing information and intelligence on child protection and domestic abuse issues either within the force or with other agencies, as the force has no IT system to support this. All such information is shared at meetings only, reducing proactive approaches.
- Although there is a joint intelligence-sharing protocol in place with agencies dealing with child protection issues, there is evidence that police staff are slow to contribute intelligence. In addition child protection staff do not routinely provide intelligence to divisions.

## 2B Volume Crime Reduction

|      |          |
|------|----------|
| Fair | Improved |
|------|----------|

### Strengths

- The force has been successful in reducing volume crime, with particular achievement in respect of house burglaries (down 19.3%) and vehicle crime (down 3.8%). However, its MSF position is below average.
- In 2004/05 house burglaries decreased by 19.3% to 11.33 per 1,000 households. This placed the force fourth in its MSF but below the group average of 12.85 and the national average of 14.4.
- In 2004/05 recorded crimes per 1,000 population reduced by 3.5% to 103, which, although it placed the force fifth in its MSF group, is only slightly more than the average of 102.
- The DCC is the lead officer for volume crime reduction. Crime reduction performance is monitored at all strategic meetings of the force and by the police authority, and is addressed by monthly meetings with divisional commanders.
- The force control strategy includes house burglary, car crime and drugs (Class A). Sustained initiatives have been undertaken to reduce house burglary, with success in 2004/05.
- The force has recently been examined and is compliant with the NIM minimum standards, and is working towards the new codes of practice for November 2005.
- Each of the divisions has a priority policing team, tasked by the level 1 T&C group to tackle identified problems in accordance with control strategy priorities.
- An initiative to reduce violent crimes involving intoxicated persons is being undertaken via the schools core education programme to key stages 1 to 4 in respect of alcohol harm reduction. The programme covers areas of health, restrictions on sale and consumption and is an example of a partnership approach to problem solving. Divisions also undertake joint test purchase operations with local authorities and other relevant parties.

### Areas for Improvement

- Although in 2004/05 vehicle crime reduced by 3.8% to 15.4 per 1,000 population, the force is still fifth in its MSF, where the average reduction was 13.9.
- In 2004/05 violent crime increased by 1.4% to 24.8 crimes per 1,000 population, placing the force seventh in its MSF, where the average was 20.2.
- There has been an increase in the number of repeat house burglaries – from 3.3% to 6.1% – although the force is still below the MSF average of 9.2%.
- The force's crime strategy is being updated to take account of force changes and national best practice (including minimum standards of investigation). However, there has been a delay in its finalisation owing to the need to consult as widely as possible. As a consequence, officers are operating to previous standards.

*Gwent Police - Baseline Assessment*  
*October 2005*

- The force is still working towards full NCRS compliance and is to be audited in October 2005. It received an 'amber' grading following each of the police standards unit audits in 2003 and 2004.

## 2C Working with Partners to Reduce Crime

|      |        |
|------|--------|
| Good | Stable |
|------|--------|

### Strengths

- In 2004/05 recorded crimes per 1,000 population reduced by 3.5% to 103, which placed the force fifth in its MSF group, where the average was 102.
- Close consultation takes place between BCUs and CSPs in the development of objectives to reduce crime. The force and divisional control strategies inform this process, and the current crime and disorder audits will further inform the subsequent strategies.
- Divisional commanders are actively involved in each of the CSPs. In the three-year strategy for 2005/8, and the local policing plan for 2005/6, BCU commanders are held to account for performance against partnership targets, many of which are encapsulated in the annual policing plan and thus overseen by the DCC. BCU commanders are jointly accountable for performance against targets with the chief executives of the local authorities.
- The force has a clear corporate framework that links force strategic development with community safety partners' strategies. This allows for partnership working, with plans that match the national policing plan.
- Each division has a crime reduction/community safety inspector who leads a team of staff. These staff provide the link between divisions and each CSP, and assist in the development of community safety strategies and action plans.
- BCUs actively seek representatives from appropriate partner agencies to be part of the T&C process. For example, the youth offender team, probation service and local authority community safety officer take part in the tasking process on one division.
- Each BCU has a police authority 'lead' member. The authority members engage with BCU commanders in a spirit of openness to enhance their knowledge of local issues and to put their scrutiny of force performance into a local context.

### Areas for Improvement

- There has been an increase in the number of repeat house burglaries, from 3.3% to 6.1%, although the force is still below the MSF average of 9.2%.
- There is evidence of engagement with partners occurring at BCU level, but it is unclear what the corporate approach to this important issue is. There are CSPs within all BCUs, and although there is evidence of some centrally co-ordinated activity, in the main they operate independently of HQ community safety.
- There is no evidence that partners or CSP members actively contribute to the force-level T&C process. Best practice suggests that CSPs and other partners should be part of the NIM process on a formal basis.

### 3 Investigating Crime (Domain 2)

The force has relatively low levels of crime when compared nationally, but it investigates all major and serious crimes that occur. There is a good detection rate in respect of all categories of serious crime, and the force sets up enquiry teams for categories of crimes that larger forces could not sustain. Officers attend the scene of every reported crime, providing a quality of service that is not afforded victims in larger forces.

There are dedicated investigators and supporting staff to deal with major and serious crime, and although the force has a comparatively modest level of establishment from which to call such staff, its performance in this area shows it can handle even the most serious matters effectively.

There are established links with Tarian (a regional resource dealing with criminality within Wales) and close co-operation with Avon and Somerset Police in investigating cross-border crime, with examples of success in tackling level 2 criminality.

All crime investigation is supported by effective forensic management, and a number of forensic performance indicators place the force within the top five nationally for forensic examinations of crime scenes.

#### 3A Investigating Major and Serious Crime

|      |
|------|
| Good |
|------|

##### Strengths

- Gwent Police has a 100% clear-up rate for homicide and other major enquiries. Although the force appears towards the lower end of its MSF in many categories of recorded major crime, the number of serious crimes is low compared with other forces, and HMIC accepts that such low figures are a positive signal and do not translate well into percentage rates. There is a good detection rate in respect of most categories of serious crime.
- Homicide features in the force strategic assessment together with other crime types which lead to major investigation and deployment of specialist resources, eg prostitution, illegal immigration, firearms, high-tech crime, sex offender activity, e-fraud and violence.
- The criteria for use of a major investigation room (MIR) and the HOLMES IT system are provided in the major crime logistics document. An MIR and HOLMES support all murders/manslaughter cases, including domestic murder, in Gwent. Other major incidents are supported either via the tasking process (NIM) or directly via the head of HQ support, who decides on staffing in conjunction with divisional commanders.
- There are formal protocols in place with both Dyfed-Powys and South Wales Police to provide mutual aid in all areas of major incident investigation.
- There is some evidence of activity with regard to the prevention of homicide, particularly around domestic violence, critical incidents and dangerous or sex offenders.
- The force manages the identification of critical incidents effectively and the force control room can use the AIMS package (a pull-down list of operating procedures)

to help staff identify such incidents and respond in the most appropriate manner.

- Gwent has a low establishment compared with its nearest neighbouring forces but still has dedicated resources that deal with major crime and sets up an MIR for signal offences such as rape as well as for murders. The impact of this is that when a number of major crimes are being investigated, the force struggles to staff further incident rooms. However, there are mutual aid protocols in operation with neighbouring forces to call on key staff to assist.
- Intelligence from major incidents is now accessed and placed directly on the force intelligence system by field intelligence officers on each division.
- Major crime is reviewed by the collaborative agreements with other forces in Wales that involve neighbouring forces in reviewing the incident within 28 days. There is a draft policy in place that will allow for a review after seven days and then again at 28 days, but this is subject to ratification by other forces within the region.
- The force has a centralised surveillance capacity that supports major investigations. In addition, this unit supports local BCUs if bids are made via the force tasking process.
- The force tends to rely on quantitative performance data and is very successful in terms of overall detection rates. Work is being done to introduce more qualitative measures to assess the success of major crime investigations.

### **Areas for Improvement**

- There is limited IT inter-operability of intelligence systems without separate interrogation of stand-alone systems. This is also the case with links to other forces, although this is in the process of being resolved with the introduction of the Cross-Regional Information Sharing Project (CRISP).
- There is no cohesive approach to responding to precursor events to homicide, although there are a number of forums and procedures that achieve this. There is a need to develop a system of analysis of high-risk precursor events.
- The force has mutual aid arrangements when facing exceptional demand for HOLMES operators, all of whom are currently utilised on major enquiries. However, it needs to review staffing requirements if the current exceptional level of demand becomes the norm as senior managers were concerned about the demand placed on a small pool of HOLMES trained staff.
- When senior investigating officers are drawn from divisions to lead major enquiries, there is no back filling of roles to ensure that day-to-day business continues. This has had an impact on volume crime performance, and the force should consider how such routine business is conducted in the long-term absence of divisional managers.
- The force relies significantly on staff being on call to meet its requirement to respond to major incidents and serious crime, which places a significant burden on staff. There are plans to extend the availability of key staff by adopting shift patterns, but for some roles there are insufficient staff in post to allow this to happen. In particular, there is concern about the on-call arrangements for technical

*Gwent Police - Baseline Assessment*  
*October 2005*

support unit (TSU) staff in that they are on call one week in two. When one staff member is away (eg on leave or sick), a greater burden is placed on his or her colleague.

- There is a process of involving the community through informal networks to measure the impact of serious crime. However, the force would gain greater results if this process were formalised. Independent advisory groups need to be developed so they may better contribute and advise on issues affecting the community. HMIC acknowledges that Gwent Police have established an Independent Advisory Group, but it has yet to contribute.

### 3B Tackling Level 2 Criminality

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|------|
| Fair |
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#### Strengths

- The lead officer in force is the DCC who also leads on NIM; he is also the chair of the force T&C meeting held monthly. This provides clarity to staff in that the same lead officer is responsible for the key areas of NIM, level 2 criminality and performance.
- The force has been successful in disrupting serious and organised crime, and the organised crime group was commissioned on 32 level 2 operations last year (2004/05). Further, the force has carried out a number of confiscations under the Proceeds of Crime Act and during 2004/05, seized over £361,188 from criminals.
- The force is tackling serious drug-related crime through its level 2 resources. It makes use of regional resources to look at intelligence requirements in respect of serious crime matters involving criminals that cross force borders (via Tarian) .
- The force has a dedicated surveillance capacity, an organised crime group, a drugs squad, and a fraud and financial investigation unit. These are supported by a high-tech crime unit, TSU and CCTV unit. There is also a Dedicated Source Unit which has been held up as best practice by the Office for the Surveillance Commissioners.
- Gwent Police achieved NIM compliance with the minimum standards in October 2004 and is working towards compliance with the new NIM codes of practice.
- There is a direct and well-defined interface between force and regional tasking. The force holds a monthly level 2 T&C meeting, and this meeting can refer matters to Tarian (which operates in the south Wales region) for action as necessary. Tarian has the resources to tackle level 2 criminality, and the force makes full use of this valuable asset on a regular basis.
- The force has an established security review group, which meets monthly and receives current threat assessments affecting the force in the areas of terrorism, environmental crime and other politically motivated criminality.
- The force Special Branch has supported the work of the regional intelligence cell (RIC) and has been involved in joint intelligence-gathering operations. It has also utilised the services of the analyst at the RIC on purely Gwent-based intelligence-gathering operations. The force has an excellent relationship with the RIC.

#### Areas for Improvement

- There has been a reduction of 39.7% in the number of Class A drug supply offences brought to justice per 10,000 population. The force data is 0.16 per 10,000, compared to MSF average of 0.36 per 10,000.
- Apart from the Tarian arrangements, the force has few collaborative arrangements with agencies such as Customs and Excise to share intelligence or conduct operations. This occurs on a local level when dealing with specific incidents but not at force level.
- Results analysis is in its infancy under NIM; however, all level 2 activity is tracked

*Gwent Police - Baseline Assessment  
October 2005*

through the tactical assessment, authorised by the ACPO lead and monitored via the T&C group.

### 3C Investigating Hate Crime and Crimes against Vulnerable Victims

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|------|--------|
| Fair | Stable |
|------|--------|

#### Strengths

- The target force detection rate for racially and religiously aggravated offences has been set high at 50%. The performance of the force is above this target (58.4%) and is top of its MSF and third nationally.
- HQ Community Safety monitors all incidents to ensure that all hate crimes have been investigated thoroughly.
- There is an effective crime recording system with a dedicated process within the crime recording bureau systems to record hate crimes. The force protocol and procedure sets out procedures for auditing all crimes, including hate crime.
- There are good working relationships with all the relevant partner agencies involved with child protection and domestic violence matters. The inspector in charge of the FPU at headquarters holds a number of key positions on some of these groups and is chair of the pan-Gwent domestic abuse forum.

#### Areas for Improvement

- The hate crime procedure is being finalised and a booklet has been prepared by the force for distribution to the victims of race hate crime. There are plans to extend this to homophobic hate crime.
- There is no dedicated IT database for child protection investigations in place. All enquiries are recorded on paper, but this makes searching those records problematic. This also has consequences for information and intelligence sharing.
- Intelligence is generated through domestic violence investigations, but only 19 intelligence logs were created in a six-month period in 2005. It is unclear whether all intelligence is entered onto the system, and this should be the subject of instructions to staff to ensure that intelligence is shared with relevant police staff and officers.
- FPU matters do not feature on local policing plans, and there are no specific performance indicators for staff within the FPU. Staff performance is measured according to the number of referrals they deal with.
- There is no overall strategy covering child protection and domestic violence matters and it is acknowledged that this needs to be rectified. Policies cover actual investigation activity but the strategic direction is unwritten.
- CSPs do not have strategies of targets to address child protection and domestic violence issues.

### 3D Volume Crime Investigation

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|-----------|
| Excellent |
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| Stable |
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#### Strengths

- In 2004/05 the force detected 42.1% of all crimes and is top of its MSF, the MSF average being 27.6%, while the national average is 25.7%. The force is second nationally.
- The detection rate for vehicle crime is 28%, compared with the MSF average of 12.7%. For violent crime it is 72.3%, compared with the MSF average of 55.4%, and for domestic burglaries it is 37.1%, compared with the MSF average of 19.1%. The force is top of its MSF group in all these categories.
- Volume crime features in the force control strategy and also features within the strategic and tactical assessments for the force. The force tasking process has identified and supported long-term initiatives aimed at burglary (Operation Magpie) and vehicle crime (Operation Maple), both of which were funded from the centre with central co-ordination supporting the operational divisions.
- An example of partnership working is that the force has recently secured funding in the region of £210,000 to increase its capacity for automatic number plate recognition. The funding will be used to place 14 cameras at permanent locations throughout the force to assist with all aspects of crime. There is an intervention team that will meet the extra demand placed on the service.
- There are minimum standards of investigation in operation for all aspects of volume crime investigation through the professionalising investigations programme, supported by effective training for investigators and supervisors.
- The force manages its persistent and prolific offenders via T&C processes and by producing target profiles.
- The force exploits opportunities presented to it to detect crime through the use of forensic identifications in most respects. For example, in 2004/05 the force was top in its MSF and nationally for obtaining detections from DNA taken from the scenes of crimes. However, the force reduced the number of detections it obtained from fingerprint identifications.

#### Areas for Improvement

- The force is not in compliance with the NCRS. A full action plan has been prepared and is being monitored by the police authority in conjunction with the force lead on NCRS matters.
- The force has moved to a 24/7 crime recording bureau, which has greatly improved the timeliness of crime recording data. However, the force acknowledges there is still work to be done around the accuracy of some of the data, and it is hoped that the National Incident Recording Standards will further address and improve this position.
- Gwent police attend the scene of every crime and take a statement from the victim,

*Gwent Police - Baseline Assessment  
October 2005*

regardless of the circumstances. This impacts on the ability of the officer to investigate the crime, as officers spend time at the scene taking statements and have little time to conduct basic enquiries as a result. It also goes against one of the principles of reducing unnecessary bureaucracy.

- There is concern that staff levels are insufficient to meet the demands of major incidents and that when staff are abstracted to deal with these matters the routine work is left undone. This impacts on local performance and the quality of service offered to local communities.
- The force crime strategy is being updated to take account of force changes and national best practice (including minimum standards of investigation). However, there has been a delay in its finalisation owing to the need to consult as widely as possible. As a consequence, officers are operating to previous standards.
- The force policy on cash seizure is at the consultation stage. As detailed above in section 3B, the force's use of the Proceeds of Crime Act reduced in 2004/05, thus limiting opportunities for disrupting criminality in Gwent.

### 3E Forensic Management

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| Fair | Stable |
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#### Strengths

- In 2004/05 Gwent scenes of crime staff attended 94.1% of house burglaries, placing the force second in its MSF group and well above the national average of 85.4%. There was an increase in the amount of forensic evidence recovered from these scenes in 2004/05. The force was third out of eight in its MSF group for fingerprint recovery and fourth out of eight for DNA recovery at house burglary scenes.
- The force is also at the top of its MSF group in respect of examining scenes of theft of motor vehicles, with some 67% of scenes examined, placing the force in the top five nationally.
- Crime scene investigators attend local T&C meetings as well as briefings at stations where they can share good practice. Senior scientific support managers attend force-level T&C meetings.
- The scientific support unit attends probationer training courses to teach forensic issues to police officers. There has been a DNA road show in the force, and scientific support staff attend BCU development days/training sessions to deliver inputs locally.
- A force TSU is in place, available to the force through the tasking process. There is a high level of service provided, although concerns have been expressed concerning its staffing resilience (see section 3A).

#### Areas for Improvement

- There has been a reduction in the number of identifications through fingerprints recovered at motor vehicle scenes and an overall reduction in fingerprint identifications that convert to primary detections. This places the force towards the bottom of its MSF in these categories, with a 24.7% conversion rate of fingerprint identifications from theft of motor vehicle scenes, against the MSF average of 27.6%, and a 50.4% conversion rate of fingerprint identifications to primary detections, against the MSF average of 53.4%.
- The forensic strategy is being written but is on hold until the appointment of a new senior scientific support manager. At present, the force relies on existing policies and practices.
- DNA and fingerprint packages are not being actioned in a timely manner, with the result that the force is not gaining maximum effect from its investment in scientific support.
- Staffing levels within scientific support are adequate but there is little resilience when major incidents occur. Furthermore, there is no administrative support for managers within the unit, and this is impacting on the quality of service offered by the unit, as managers are responsible for routine filing, typing and diary events.

*Gwent Police - Baseline Assessment*  
*October 2005*

- The force has purchased a computer package that will assist in the management of fingerprint identifications and scene lifts. However, this package is yet to be loaded onto force systems because of the IT limitations.
- There is no scientific support website and it is felt that such a site would contribute to making staff more forensically aware through self-briefing packages and sharing of good practice.

### 3F Criminal Justice Processes

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|------|
| Fair |
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| Stable |
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#### Strengths

- There are substantial plans to improve criminal justice processes, and the force has established a criminal case management project, with the manager being a member of the criminal justice department. This project looks at joint working, has responsibility for the national 'no witness – no justice' scheme, and is developing the effective trial management project. It is envisaged that there will be improvements to the criminal justice department's core services as a result.
- The force has benefited from being a pilot area for 'no witness – no justice' and has made a significant contribution to the development of the national minimum requirements for witness care. Currently two separate witness care units operate: a CPS unit dealing with crown court matters and a police unit dealing with magistrates' court cases. Recently, Gwent has received an award of money to co-locate these units, and once this is achieved the force will be fully compliant with the national minimum requirements.
- The criminal justice department has a number of custody sites throughout the force, and the main site, Newport Central, is co-located with CPS. The force has invested in a new-build custody suite, which should open this year.
- Police custody staff have been involved in a multi-agency approach to the training of appropriate adults, ensuring that an appropriate adult is fully aware of their own role and that of custody staff.

#### Areas for Improvement

- The force received a 'fair' grade from the HMIC police national computer compliance audit in 2005, with some work required in respect of inputting data. The force inputs 72% of arrest summons in one day (target is 90%) and is seventh in its MSF. The force inputs 39% of court results within 10 days, below the national average of 54% (the national target being 75%).
- Performance measures in respect of the criminal justice department are confined to dealing with matters in accordance with national guidelines. There is work under way to add to these matters, such as the quality of processes in getting offenders to court and the quality of service offered to victims and witnesses.
- At the time of inspection there were a number of temporary post holders within the criminal justice department, and recent months had seen a number of different individuals holding temporary head positions. This had impacted on the service provided by the department and the skills and experience of staff within the department.
- There are two lawyers responsible for the shadow charging schemes in place in Gwent, but delays are encountered owing to the volume of detainees at the co-located custody suite. There are also examples of some custody sergeants not making decisions and referring them inappropriately to the scheme instead. There needs to be greater management of this matter to ensure decisions are made when necessary and to reduce the administrative burden of submitting advice files.

*Gwent Police - Baseline Assessment*  
*October 2005*

- The force still relies on investigating officers to complete files, with little administrative support from the criminal justice department. There is a file-checking process within the department but this does not assist with timely submission as the files are checked at a late stage of the process.
- There are significant problems over the issue of bail returns to police stations. The current custody system is not supportive of the process, and with an increase in bail backs as a result of shadow charging it is known that some bail cases are lost in the system. This impacts not only on performance in relation to crime, but also on the quality of service offered to victims and witnesses.
- While staff of the youth offending teams come under the supervision of BCUs, they are part of the criminal justice department's responsibility, and reporting lines to the department are unclear. It is accepted that the force has appointed a chief superintendent in charge of 'citizen focus' to have a strategic overview of YOTs, but again, this was not a line of communication that was apparent to members of YOTs.

## 4 Promoting Safety (Domain 3)

The British Crime Survey shows that the force promotes public safety well, and in some instances the force is at the top nationally. Neighbourhood policing is being developed, and of particular note is the force's efforts to accredit community wardens in Newport under the community safety accreditation scheme.

Good working practices have been developed in respect of dealing with anti-social behaviour and examples of multi-agency approaches to deal with this issue, including established protocols that have been agreed by each unitary authority and the police.

The force makes good use of PCSOs and the Special Constabulary, although there are some issues around the training offered to special constables that need addressing.

### 4A Reassurance

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|------|--------|
| Good | Stable |
|------|--------|

#### Strengths

- British Crime Survey data shows that people are reassured in respect of fear of crime. The force leads the way in this respect, with the lowest levels of concern recorded in its MSF for fear of burglary, repeat domestic violence and vehicle crime. The force is top nationally across all performance measures in this category.
- The Chief Constable has taken the lead in respect of introducing a neighbourhood policing model, and this has been through a consultation programme and is being introduced across the force.
- A comprehensive patrol strategy exists as part of the strategy document *Towards a Better Gwent*. The patrol strategy is being reviewed as a part of the development of neighbourhood policing.
- The force delivers its policing services through locally based sectors, led by an inspector who is identifiable within each community. Furthermore, the neighbourhood policing style being adopted will see constables being based on local authority wards. This assists with reassurance, particularly in areas of deprivation and high crime.
- The force has a number of PCSOs attached to neighbourhood policing teams. The PCSOs patrol almost entirely on foot, maximising their visibility to their communities. They receive training and development in all aspects of their work and are fully integrated into the police family.
- The force is compliant with NIM and officers are deployed to deal with sectional priorities, using the T&C process.
- The force has adopted the community safety accreditation scheme and is currently running a pilot with Newport City Council, where 13 wardens have been accredited under the scheme. The force has a policy dealing with powers conferred on wardens, and the wardens in Newport City have been given powers accordingly. Community wardens in Newport are soon to use 'Airwaves' radios with a dedicated link to the local police office. This will further extend the capacity of the warden scheme to contribute to reassurance issues.

- The headquarters-based community safety department promotes public safety and reassurance and liaises with local media on at least a weekly basis, cascading details of latest initiatives and crime trends. The department contributes to community reassurance by leading on a number of force-wide initiatives (eg Operation Magpie).

### **Areas for Improvement**

- There is no current force community safety strategy in place, although reorganisation has recently meant that the force is looking at a 'citizen focus' approach.
- The link between HQ Community Safety and BCUs is not strong, as BCU community safety staff do not come under HQ but are resourced and tasked locally. This results in a lack of corporacy in force-wide reassurance initiatives.
- There is uncertainty as to which incidents neighbourhood policing teams should be attending, and this affects the deployment of such staff by sergeants who are not neighbourhood policing team supervisors. There is no clear policy on the role of neighbourhood policing officers.
- There is an active Special Constabulary with some 130 members at present. The force has a target of 200 such officers within the next year. However, the constabulary is not deployed effectively in every division, and there is no strategic direction provided from headquarters.
- The Special Constabulary is not receiving the training and support it had in the past. There are examples of decisions having been made that impact on the effectiveness of the constabulary. For example, the decision to stop all special constables from taking statements until they had completed a course of 120 hours appears arbitrary, considering that some special constables have been taking good-quality statements for 25 years.

#### 4B Reducing Anti-Social Behaviour and Promoting Public Safety

|      |        |
|------|--------|
| Good | Stable |
|------|--------|

##### Strengths

- The force has lower levels of road traffic collisions that result in death or serious injury than other forces within its MSF group, with 3.53 deaths or personal serious injuries recorded per 100 million vehicle kilometres travelled, compared with the MSF average of 5.5.
- Headquarters support functions have recently been reviewed, resulting in the establishment of a citizen focus and partnership policing department, with one of its remits being to develop reassurance and promote public safety initiatives.
- Gwent Police has engaged with unitary authorities to produce an effective working relationship in the field of anti-social behaviour (ASB). There are working protocols in place that partner agencies have signed up to, and which are reviewed on an annual basis.
- All crime and disorder issues, including ASB, are raised and, if appropriate, actioned at the sectional and divisional tasking process on BCUs. The force has officers on each BCU responsible for dealing with Anti-Social Behaviour Order (ASBO) matters. The headquarters-based community safety department supports these officers.
- There are systems to measure success in reducing ASB and such information is included in performance reports. Divisions are held to account for ASB performance. The force is currently involved in evaluating several dispersal orders to maintain best practice in their use across the force area.
- The force works towards the road safety strategy for Wales along with unitary authorities and other partners and has formal meetings with other forces in Wales as part of the All Wales Traffic Group. Divisional road safety meetings are held at unitary authority level and at regional level with the Welsh Assembly.

##### Areas for Improvement

- ASB issues are not currently part of the NIM force control strategy but nonetheless are addressed at a local level.
- There is no force-wide database of best practice in relation to ASBOs.
- The force is developing an ASBO database, which will enable the force, in conjunction with the five unitary authorities, to exchange information safely and within the constraints of legal frameworks.

## 5 Providing Assistance (Domain 4)

The force performs well in respect of roads policing issues and has one of the lowest rates of casualties from road traffic collisions nationally. There is good co-operation with other

agencies within roads policing and evidence that officers investigating road deaths have received the highest levels of training.

Call management is getting better and HMIC recognises that the force has made a number of changes to processes and staffing within call centres and control rooms. There is still room for improvement in this area.

Operational support provides sufficient cover across all specialist roles for the identified needs of the force and it was found that this area was well managed and resourced, with particular emphasis placed on adopting NIM protocols for deployment of specialists. There were some minor concerns over the information provided to front-line officers and managers to assist in deciding whether to call or deploy specialist operational support staff to incidents.

## 5A Call Management

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|------|--------|
| Fair | Stable |
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### Strengths

- The force has changed its call management processes recently and now has a dedicated call-handling centre that works alongside the control room. There have been some issues with the ability of the call-handling centre to cope with demands in the past, but this area of policing is improving, with plans in place to develop it further.
- The introduction of secondments from the call centre to the force control room has been successful, and more people from the call centre have applied for the force control room. This means that there is less training and a better career development structure in place for staff who work within call centres and control room, ensuring that the right people with the right skills are contributing to this area.

### Areas for Improvement

- In 2004/05 the force set itself a target to answer 999 calls within 10 seconds and answered 76% of them within the target time, against the MSF average of 89%. This places the force towards the bottom of its MSF.
- The force is still developing the force communication strategy to take account of the HMIC thematic inspection 'Open All Hours' and the ACPO national call-handling strategy.
- There is no call-handling/management strategy, although there are embedded working practices within the communications suite. The head of communications has written a strategy and policy document and this is currently out for consultation.
- Shift patterns within the call management function need to be adjusted so that cover is available at peak call times. In respect of the call-handling centre, it was found that staffing levels are too low for the workload. This data is supported by a recent inspection carried out by a consultancy firm.
- The communication suite has gone through significant changes in recent months that have resulted in a service that is more focused on the needs of the citizen. There have been staff changes as a result and this may have impacted on morale and welfare, as sickness levels are high among call handlers, with stress-related

*Gwent Police - Baseline Assessment  
October 2005*

issues being the major cause.

- The force achieves good results in answering calls but there are concerns over calls that get transferred to BCUs, as they often remain unanswered, causing a drop in customer satisfaction.
- Where calls are dealt with in the control room, critical incidents are identified and dealt with appropriately. However, it is unclear whether the force follows a policy in respect of identifying critical incidents and whether staff receive training or instructions in this aspect. There is a concern that critical incidents not referred to the control room immediately and dealt with instead by the switchboard or call-handling centre would not be identified, through lack of training.
- Officers who attend incidents have to update the command and control system personally back at the station. This is impacting greatly on the availability of officers for front-line policing, as staff are returning to the station frequently to update the system. In addition, supervisors are spending a major part of their time scrutinising results to ensure compliance with NCRS, and this is proving to be a cumbersome role that keeps sergeants away from front-line duty.

## 5B Providing Specialist Operational Support

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|------|--------|
| Fair | Stable |
|------|--------|

### Strengths

- The force has detailed and comprehensive policies for the police use of firearms. All policies, procedures and working practices are based on the ACPO manual and Home Office codes of practice. It completes satisfactory risk/threat assessments in line with Home Office policy. All authorised firearms officers and incident commanders undergo competency-based training to national standards.
- A programme of work is in place to deliver the requirements of the National Centre for Policing Excellence codes of practice in relation to firearms, which is subject to regional collaboration.
- Mutual aid agreements exist with all of the Welsh forces for effective partnership working in relation to critical and pre-planned firearms operations. Mutual aid agreements are also applicable to other activities, including air support, public order and search capabilities.
- The force has fully adopted the post-incident management system (PIMS) model for debriefing firearms incidents. Trained PIMS officers debrief staff and feed back information to allow corporate learning and welfare support considerations. A protocol exists with the Welsh police training centre in Cwmbran to use identified facilities to undertake the PIMS process.
- Specialist operational support is geared to assist the force and divisions deliver against their priorities. The 'D' divisional plan identifies the key objectives, its link to the force strategic plan and identifies key activities and milestones.
- Mutual aid agreements are in place for the full range of specialist operational support, and service-level agreements articulate the agreed support offered to divisions to support core policing functions and critical incident management.
- All uniform operations activity is driven via the T&C process, and units within the department run their own meetings in this respect. Units prioritise support for BCUs, force matters and, if resources permit, unit objectives. There is an attendance at local BCUs by uniform operations, and the superintendent (or deputy) attends the force-level meeting.
- The roads policing unit (RPU) has its own intelligence capacity, and this ensures that roads policing teams are proactive rather than reactive.

### Areas for Improvement

- The force received a 'poor' grade in respect of the recent HMIC inspection covering the codes of practice on the police use of firearms and less lethal weapons. There are concerns over post-incident procedures and the way the force handles community impact assessments.
- Only one of the three ACPO officers is trained as a Gold firearms commander, although HMIC understands that this is to be rectified later in the year.

*Gwent Police - Baseline Assessment*  
*October 2005*

- All superintendents are trained as Silver firearms commanders at the accredited national training course. However, there is a view that there are not enough firearms incidents to maintain their operational competence, and the force should consider how to ensure that skill levels are maintained.
- There is some evidence that the NIM process is being used to task some HQ resources, eg the dog section and the force support group, but there is no system in place to measure the impact the resources are having on force or BCU performance. There is a lack of awareness on BCUs as to the support that can be offered by uniforms operations.
- RPU managers expressed concern that the 12-hour shift pattern is not conducive to the effective deployment of armed response vehicle (ARV) officers, with examples of staff being deployed late into their shift and still being on duty after 15 hours.

## 5C Roads Policing

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|------|
| Good |
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| Stable |
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### Strengths

- The force is on target to reach the national casualty reduction target by 2010. The force is first in its MSF, having the lowest number of road traffic collisions that result in death or serious injuries per 100 million vehicle kilometres travelled – a rate of 3.53 casualties, compared with 5.6 nationally.
- Roads policing is the responsibility of the uniform superintendent in the operational support department (OSD) 'U' division. This role determines the roads policing strategy in line with the National Roads Policing Guidance and Strategic Document and manages the dedicated RPU within force.
- The RPU engages effectively with external partners, in particular the Safety Camera Partnership. Furthermore, good practice has been identified in the way the force handles off-road bike use, an issue that is dealt with through collaboration between the Forestry Commission, the Department for Environment, Food and Rural Affairs and CSPs. This has attracted considerable positive media interest within Wales.
- The ACPO road death manual has been fully adopted for all applicable road collisions. The force has a cadre of nationally trained senior investigating officers, five qualified roads collision investigators and nine trained family liaison officers, in line with ACPO recommendations.
- Individual performance and the unit's performance are measured by the collation of data that applies to roads policing activity – for example, the numbers of fixed penalty tickets issued, arrest rates, etc. In addition, unit managers monitor daily activity through the reporting process where issues of note are discussed, such as fatal collisions. The unit managers also make use of the personal development review (PDR) process.
- The RPU is represented on all BCU T&C meetings, and any tasks allocated to the unit by BCUs are referred to the OSD tasking meeting that decides on deployment.
- The OSD has its own intelligence officer, who is soon to be supported by an analyst dealing specifically with operations department activity. This will see an effective method of using intelligence to support roads policing activity.
- The ARV capability of the force sits within roads policing. Clear priority is given to this function to allow the maintenance of four authorised firearms officers on a 24/7 basis. These officers also have RPU responsibilities when not committed to ARV activities.

### Areas for Improvement

- There is no roads policing strategy, as it is still going through the consultation process. The current force control strategy does not include roads policing issues, although it is understood that roads policing matters are taken into account when developing strategic and tactical assessments that support a control strategy.

*Gwent Police - Baseline Assessment*  
*October 2005*

- ARVs are part of the RPU, and roads policing officers must also be authorised firearms officers. As a result, the majority of roads policing officers are firearms officers that support ARV cover as a matter of priority. While this may be an approach to ensure that ARV cover is maintained, it impacts on the deployment capacity of the force to incidents where a firearms response is not required, as often the only vehicles operating are ARVs. Furthermore, it impacts greatly on the abstractions from front-line roads policing due to the significant ongoing training requirements of armed officers. Roads policing activity suffers as a result of this arrangement.
- Roads policing is based at two sites within the force: at headquarters and at Tredegar, with central management. There is concern that the Tredegar location is out on the far edges of the force and is not ideally located to offer a centralised service.

## 6 Resource Use (Domain B)

The force makes good use of its resources and has effective managers at all levels to deliver the human resource (HR) function, particularly in support of front-line staff on divisions. There is a well developed PDR system that complies with the integrated competency framework and a process of recruiting that ensures vacancies are filled in a timely manner so that the abstraction of staff from front-line duties is minimal.

There is good collaboration with the other Welsh forces for training and Gwent has close links with other learning providers to assist with staff development. A local college, for example, provides NVQ training.

The force has staff associations that represent all of the minority groups that make up the workforce and these are open to police officers and police staff, with financial support being afforded by the force. Although the force is below target for its recruitment of police officers from BME backgrounds, HMIC acknowledges that there are a number of such recruits awaiting appointment, and they should be appointed during the current financial year (2005/06).

The force has achieved its efficiency targets, and there is a well-developed resource management function within Gwent. A new custody suite is nearing completion, and a number of police buildings have been adapted to allow access to people with disabilities.

There needs to be further development of IT systems within the force, although the force is developing strategies that will take it forward over the next three to five years. As with other forces, there has been difficulty in adopting some of the national applications, due to incompatibility with indigenous systems, and HMIC recognises this has had an impact on Gwent Police.

The force is compliant with NIM codes of practice and has section-level meetings that deal with matters at a local level. HMIC was impressed by the appointment of a dedicated officer to manage the NIM process for the force.

### 6A Human Resource Management

|      |          |
|------|----------|
| Fair | Improved |
|------|----------|

#### Strengths

- The force has a costed HR strategy that complies with the framework in *People Matters*. The plan incorporates the requirements set out in Gender Agenda and the Breaking Through action plan.
- Each of the divisions has a personnel manager to assist operational staff in delivering effective HR services. They are line managed by divisional staff but have a close link to the head of HR. All are either Chartered Institute of Personnel and Development (CIPD) qualified or working towards this status.
- The ACC is the chief officer lead for health and safety (H&S) and chairs the H&S committee, into which divisional committees feed. Approximately 100 officers are qualified to certificate level to undertake H&S risk assessments, with the H&S adviser playing a lead role in giving advice and carrying out audits. A member of the police authority also has a lead member role for H&S.

*Gwent Police - Baseline Assessment  
October 2005*

- The force has been working with the British Safety Council to develop accreditation for H&S issues, and written policies define what should occur in the event of breaches of H&S or 'near misses'. There is evidence that the force monitors near misses.
- The integrated competency framework is applied to all police officer and police staff roles. The framework is being used for police officer recruitment, promotion and career development and police officer and staff PDRs.
- There are policies that govern the issue of competency-related threshold payments and special priority payments, and these are used to reward good performance. There are examples of such payments being withheld from staff who do not come up to the expected level, for example those who take sick leave on too many occasions.
- The force has work-life balance policies that help to contribute to a healthy workforce. There is a workforce agreement in place with the Police Federation, and hours of work are monitored at divisional or department level.
- Occupational health is now being used more proactively to get people back to work following illness or injury. Treatment is being provided in particular for musculo-skeletal problems and the force is funding private consultations and treatment to speed up the recovery and return to work of staff.
- HMIC acknowledges that, at the time of the inspection, plans were in place to appoint a positive action officer to assist the force in achieving its targets in recruitment and retention of officers and staff from BME groups.

### **Areas for Improvement**

- Although sickness rates have improved significantly since last year, the force is bottom of its MSF in this respect. In 2004/05 115.52 working hours were lost per police officer, compared with 70.48 hours nationally, and 96.9 working hours were lost per police staff, compared with 63.47 nationally. As stated, the force is at the bottom of its MSF and near the bottom nationally for sickness rates. The management of sickness could be more effective if line managers were more proactive in enforcing the sickness management policy.
- Medical retirements have reduced for police officers from 15.99 per 1,000 to 9.74 per 1,000, but the force is still at the bottom of its MSF, which has an average of 3.06 retirements per 1,000. Medical retirements for police staff have increased slightly and are five times greater than the average for the MSF: 11.63 per 1,000, compared with 2.43 per 1,000.
- The force is below target for percentage of BME staff recruited. 1.2% of new staff are from BME communities, against 1.6% of BME who are economically active in the force area.
- Although the force is complying with the European Working Time Directive, a number of areas/units work 12-hour shift patterns, and there is concern as to the resilience of individuals in contributing to their roles late into their shifts (eg firearms deployment).

*Gwent Police - Baseline Assessment*  
*October 2005*

- There are examples of staff holding temporary rank for a number of years without being offered promotion, which has a negative effect on retention and progression.
- The force does not have a computerised workforce planning system that can identify the availability of resources for ongoing incidents and future planning of events/activities.
- There are examples of staff that have transferred to the force in recent years not receiving quality induction training in local processes and procedures.
- There is little activity in respect of PDRs for police staff, with examples of staff not being appraised for over seven years. However, there have been recent changes to PDRs, and police staff will be part of the force PDR process that is being rolled out.
- There are examples of staff/officers who have referred themselves to the occupational health unit and are being given favourable hours of work without proper consultation with personnel officers and line managers.
- Temporary staff working within the HR function receive little training in their role. They are unaware of policing issues, have no concept of the impact they have on front-line policing and offer little support in respect of personnel processes and procedures.
- The permanent personnel staff members are overwhelmed by their work, which affects the quality of service given by this department to front-line officers. This is a reflection not on the staff members themselves but on the strategic approach of the force in handling personnel and HR issues.

## 6B Training and Development

|      |           |
|------|-----------|
| Fair | Improving |
|------|-----------|

### Strengths

- The training plan captures all training provision, including events at devolved training sites.
- A Diversity Matters steering group is held every two months, with clear terms of reference, purpose and membership. There is also a comprehensive training matrix for the 'Diversity Matters' recommendations, with action managers identified, and regular updating of progress to date.
- There is sound evidence of implementation and monitoring meetings, showing monthly monitoring since November 2003. There is also a best value review (BVR) board meeting (every quarter), where progress on the implementation plan is discussed. It is clear that the police authority has had some impact on this process. There is also a local implementation and monitoring meeting system, arranged within the training function, with monthly meetings to check progress and drive the BVR board meeting process. Action at both strategic and tactical levels is being achieved.
- There is good evidence that collaborative arrangements within the Welsh region are in place. There are collaborative partnerships within crime training, linking with several local service providers. There are also links with local colleges for the provision of NVQ opportunities. Gwent is an approved centre with an awarding body and has a partnership with Torfaen Training.

### Areas for Improvement

- While the training strategy is generally compliant with Home Office Circular 53/2003 in its layout, it has no links with an HR strategy or with the wider force objectives. Also, it lacks any mention of race, diversity or equality.
- No quality assurance processes are presently in place to ensure the quality of the training function, although work is being undertaken by the training manager to rectify this.
- The evaluation strategy in place is embryonic. Trainers instigate level 1 and 2 evaluations and these are completed for each course. Trainers then assess whether to amend or alter lesson plans for their own information. There is currently no clear evidence of any level 3 or 4 evaluation of training provision being conducted.
- No evidence of proactive engagement with the community across the training function could be found. However, the training manager (service delivery) is a member of the Regional Work Group, who are collaborating in this area.
- The training business planning process is fragmented and not cohesive or connected to the corporate planning cycle. There is no clear business plan for the whole of the training function.
- The approach to implementation, monitoring and audit trail of achievement in relation to 'Managing Learning' and 'Training Matters' has been unstructured. Consequently, trainers were unable to state where the force was in relation to previous HMIC

*Gwent Police - Baseline Assessment  
October 2005*

recommendations or how they have been implemented. Since the original inspection, communication has been improved and information is beginning to be disseminated across the force.

## 6C Race and Diversity

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|------|
| Fair |
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### Strengths

- The ACC is the lead on race and diversity, and the head of HR is the portfolio holder. Race and diversity is a standing agenda item on the personnel strategy group where performance is reported. The police authority diversity committee scrutinises performance of the force.
- The force has in place a race and disability equality scheme and a dedicated Diversity Matters steering group, which was established in 2003 following the publication of HMIC's *Diversity Matters*.
- The force has a diversity officer, working with the citizen focus unit, together with a network officer. In addition, there is an equal opportunities officer within personnel, and a positive action officer is soon to be recruited, who will work within recruitment.
- The Chief Constable meets with the staff associations on a formal basis at least twice a year and is known to have an open-door policy should matters arise that need the attention of ACPO. The staff associations wished this matter to be recorded.
- The force provides support for the Policewomen's Association in the form of allowing staff to attend development days in duty time and practical help by funding the association with a bursary of some £5,000.
- The force has a Gay Support Network, launched in October 2004. The membership is small at the moment, but the network is contributing to force meetings/discussion concerning increasing the diversity of the workforce.
- There is a Black Police Association operating within the force.
- The force seems mostly compliant with diversity legislation and is making efforts to tackle discrimination in the workplace. There are recent examples of challenges to bullying being made effectively, with issues being resolved.

### Areas for Improvement

- The force has not achieved its targets in respect of recruiting members of BME groups. It recruited fewer BME officers last year (2004/05) (1.2%), while the proportion of minority ethnic groups within the economically active population is 1.6%. However, HMIC is aware that a number of candidates for police officer posts have passed the assessment centre and will be appointed in the next financial year.
- The race equality scheme is currently being updated, and there is no up-to-date force diversity strategy.
- There has been no formal diversity training for a number of years, although it is accepted that diversity features on other courses as a theme. However, training courses are not offered to police staff members (apart from initial training), resulting in little development training for longer-serving police staff.

*Gwent Police - Baseline Assessment*  
*October 2005*

- The force has moved on significantly in the last 18 months in the way that it handles grievances and employment tribunals, but there are examples of the force being reluctant to learn from such matters. In one case, as a result of recent issues settled out of court, an action plan was drawn up, but nothing has been done to implement it.
- There is sometimes a lack of consultation with specialist staff associations in respect of policies impacting on diversity issues and limited opportunity for them to contribute as stakeholders. This relates in particular to the Police Gay Support Network and the Black Police Association.
- There are examples of women and Black/Asian staff being discouraged from attending seminars and meetings due to operational demands by local supervisors.
- There is concern that too much work is given to the diversity officer, with confusion over whether she is a strategic lead or practitioner in diversity issues, and a consequent effect on her working hours.

**6D Resource Management**

|             |               |
|-------------|---------------|
| <b>Good</b> | <b>Stable</b> |
|-------------|---------------|

**Strengths**

- There is a sound overall financial position. Efficiency improvement targets have been achieved each year to date and efficiency planning is an integral part of the planning process.
- The force links financial planning with other strategic plans and is currently working on ways to bring activity-based costing into line with Policing Performance Assessment Framework. There are short-, medium- and long-term financial plans at force level, supported by the police authority, which are cascaded to BCU level as required.
- In the Audit Commission's National activity-based costing (ABC) Data Quality Report, issued in May 2005, the results for the force are shown as:

|                     |      |
|---------------------|------|
| 2003 issues         | Good |
| Costing             | Good |
| Internal controls   | Weak |
| Information sources | Weak |
| Reasonableness      | Good |
| Use of costing data | Good |

- The force has demonstrated its commitment to implementing ABC and will now, with the police authority, wish to continue to develop the use of ABC and activity analysis in particular as a key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission, and results will be included in future baseline assessments.
- The police authority has a budget committee that is actively involved in the setting of budgets and bids for the force. The authority committee receives regular updates from the director of finance and contributes to financial planning within the force.
- The force has effective devolvement of finances to BCU and department level and has good monitoring and control. Each BCU can decide on its own deployment of resources, and HQ undertakes to maintain the establishment figures for each division. Any changes are discussed at force level, but there is autonomy to make relevant changes at BCU level.
- The force has introduced variable shift patterns across divisions and in centrally based support functions. While primarily there is a basic fixed shift pattern of 10 or 12 hours, these are supplemented by other flexible shift arrangements to meet local demands and needs (eg the force communications suite).
- The estate strategy contributes to operational policing performance by providing an agreed direction for police premises to fully support the delivery of a modern police service. As an example, the number of police buildings accessible to people with disabilities has doubled in the past year, and a new custody suite is being built to improve services in this area of policing.

*Gwent Police - Baseline Assessment*  
*October 2005*

- The allocation of vehicles is determined from the centre, in a similar way to the allocation of staffing levels, with each BCU and department having an allocation based on need. Local changes can be made but the vehicle fleet must be corporate to ensure savings are made in respect of ongoing costs (eg by purchasing the same make of vehicles).

**Areas for Improvement**

- The force does not have a resource management IT system in place. For example, there is no central bank of duty rosters in the force.
- There is a high percentage of young, in-service officers on front-line duties, some of whom have not received the support they should have to develop into experienced officers following their probationary period. There is no development training in force.
- RPU managers expressed concern that the 12-hour shift pattern is not conducive to the effective deployment of ARV officers, with examples of staff being deployed late into their shift and still being on duty after 15 hours.

## 6E Science and Technology Management

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

### Strengths

- The head of information services department (ISD) reports to the ACC, who is the ACPO lead. In his capacity as senior technical lead for the force for information systems/information technology (IS/IT) matters, the head of ISD is a member of various senior management groups and strategic bodies and is therefore able to influence decision-making processes.
- The head of IS has well-developed strategies and policies that support the introduction of systems to support the core business. There is also evidence of collaboration with the other Welsh forces and a desire to adopt a single all-Wales IS/IT strategy.
- The ISD has a formal process of identifying needs and project managing any requirements. A business process is followed, and the force is in a healthy position to develop bespoke products that meet local needs.
- The force IS department has had a recent increase in establishment and now has a complement of 37 qualified and experienced staff which meets force needs at the present time.
- All systems are password protected and access is restricted on a needs basis to some of the products. In the main all operational staff access the Police Online Information System (POLIS) and system owners make application on behalf of staff who should be users.
- As a one-stop information system, POLIS allows access to interrogate up to 13 databases, and this is regarded as effective and user friendly.

### Areas for Improvement

- There is no long-term local plan for IS/IT that is costed and that provides a clear road map for the future.
- Several key managers within the force have a view that the IT infrastructure of the force has exceeded its capacity and the force needs to develop up-to-date systems that are user friendly and meet the demands of the force. Notwithstanding this, all staff were complimentary of the team working within IS and were aware that they were providing a good service but with poor equipment.
- The force needs to project manage the key issue of the underdevelopment of IT, and while it is accepted that there are delays in some of the national systems that will be available, there are local matters that need updating as a matter of urgency – for example, giving every staff member internal email accounts.
- There has been a lack of investment in this area, and greater financial support needs to be given to the head of IS to develop the systems.
- The force has no email facility available across the workforce, which impacts on making contact with staff when leaving messages that are received at the call-

*Gwent Police - Baseline Assessment  
October 2005*

handling centre.

- There is no up-to-date disaster recovery system, and the force is vulnerable should some of the systems collapse. The critical systems such as command and control would be recovered, but there has been little investment in making arrangements for other, less critical but important, systems. It is felt there would be a loss of much of the core business data held by the force, with continuity being very difficult in the event of any crash of force systems.
- The force has a number of different IT systems/products that meet identified and specific force needs. Not all systems are integrated, and there is the issue over the number of passwords some staff need to hold to access the whole range of systems applicable to their role.

## 6F National Intelligence Model

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

### Strengths

- Gwent Police achieved NIM compliance with the minimum standards in October 2004 and is working towards compliance with the new NIM codes of practice.
- The force has developed NIM processes. There are set times for level 1 and level 2 T&C meetings, with BCUs and departments demonstrating they can respond to local issues effectively and receive support from HQ when necessary.
- There is an officer who manages all aspects of the NIM for the force, and there is effective use of all NIM-related products such as tactical assessments and target profiles.
- The force contributes to the regional Tarian process, and there are examples of level 2 operations being referred to this investigative facility. The head of the Criminal Investigation Department (CID) operations ensures that any imbalance of operational activity is addressed.
- There is a dedicated source-handling unit that is located in a covert area away from police stations. This unit submits 10% of the force intelligence and is seen as an effective unit that manages sources and gets results.

### Areas for Improvement

- The force has strategic and tactical T&C meetings and has force- and local-level control strategies. The level 1 and 2 meetings tend to concentrate on past actions, and only a limited amount of time is dedicated to tackling criminality. The meetings are for financial bids rather than a resource allocation process.
- A lack of intelligence is being put into the system, and evidence suggests that it is not being used to good effect in informing tactics and activity. There are examples of some officers in the force who have never accessed the intelligence systems.
- There is confusion over section-level meetings, which the force describes as 'level half'. While the section meeting is a good way of managing local issues, clarity needs to be provided as to its function, as it is only the full level 1 meeting that can provide problem and target profiles in compliance with NIM.
- While some of the key partners attend level 1 BCU T&C meetings, there is no involvement of outside organisations at level 2 (force-level) meetings.
- Core intelligence roles are resourced and managed effectively; however, staff are not accredited as intelligence operatives under NIM.
- Deployment of officers on patrol duties is not intelligence driven because, due to staffing levels, there are often lists of incidents to attend. Sergeants conduct briefings with staff, but these are different across the force and are not linked to the intelligence model.
- Some stations have briefing data prepared by intelligence officers, but there is no

*Gwent Police - Baseline Assessment  
October 2005*

facility to receive this data on weekends. Some stations have electronic boards and these are regarded as a good medium, but quality intelligence/information needs to be provided in a corporate manner.

## 7 Leadership and Direction

There have been recent changes at ACPO level, with the appointment of a new DCC, which will add to the strong leadership already provided by chief officers. The Chief Constable has publicly declared his vision and values for the force, and these have been communicated to all staff. There is a good relationship with the police authority.

There are a number of examples that demonstrate good strategic management, with the strategic T&C process being chaired by the Chief Constable. The force has responded well to the police reform agenda and has implemented recommendations and requirements effectively.

Chief officers are regarded as being visible by staff, and there is recognition of the open-door policy that operates within ACPO. There is a performance management culture, and the police authority scrutinises matters in this respect by accessing national data systems. The force has demonstrated its desire to continually improve by the GAP analysis it conducted between the submission of the self assessment for baseline and the arrival of the HMI inspection team.

### 7A Leadership

|      |
|------|
| Good |
|------|

#### Strengths

- The Chief Constable has been in post for just over a year and the DCC has recently joined the force. The ACC is the longest-serving ACPO member. There is therefore a good degree of consistency in the force at chief officer level.
- All chief officers have monthly 'portfolio updates' with the Chief Constable, to provide an update on their annual objectives. Chief officers take advantage of training opportunities, examples being the Chief Constable attending the Top Management Programme and Common Purpose Profile and the ACC attending a firearms Gold Commanders course.
- The chief officer team participates in strategic-level 'away days' every three months, and senior leaders in the force attend similar events chaired by the chief officers. All chief officers participate in '360°' appraisal to identify personal and professional developmental areas.
- The police authority enjoys a good relationship with the chief officer group and participates in force planning and inspection processes. There are plans to involve the police authority in the strategic away days.
- The chief officer team is visible, with examples of them going out on patrol. The in-force magazine has recently been re-launched to assist in visibility, and the chief officer secretariat is developing an ACPO website for the force intranet.
- The force has published leaflets for distribution across the force outlining the vision of the Chief Constable and covering issues such as neighbourhood policing teams and meeting the needs of local communities. It was clear that staff at all levels were aware of the strategic direction of the force in these key areas.
- The Chief Constable takes advantage of the opportunities presented to deal

*Gwent Police - Baseline Assessment  
October 2005*

personally with the media. He gives frequent and high-profile interviews on local, regional and national platforms. He has also been actively engaged in work to develop a co-operative relationship with local media, encouraging ethical reporting.

- Regular surveys are conducted within the force that ask questions in respect of morale, and the results are analysed and made into action plans where necessary. There is evidence that morale is good in the force.

**Areas for Improvement**

- Although the chief officer team communicates its values, there is a breakdown in the communication chain at the senior/middle manager level. Front-line staff are therefore not aware of the chief officers' vision and values.
- The ACC is the diversity 'champion' but all chief officers have elements of diversity within their portfolios. There is concern that this has diluted the influence of the champion, with staff associations being unclear as to who is the overall strategic lead.

## 7B Strategic Management

|      |
|------|
| Good |
|------|

|          |
|----------|
| Improved |
|----------|

### Strengths

- The strategic tasking and co-ordination group is the principal strategic management group of the force. Chaired by the Chief Constable, its business integrates performance management, business planning, the consideration of threats and risks, environmental scanning and emerging issues.
- All planning cycles link into the annual plan, and the force has a number of strategic and tactical meetings that link to NIM as a methodology of dealing with such issues.
- All BCUs and departments contribute to the force plan, and as a result there is a process to cascade national and local priorities to all levels.
- Communication channels within the force are reasonable, and senior management operates an open-door policy, allowing all staff members to communicate directly with chief officers if necessary.
- The police reform programme is progressing effectively, and there is clear direction from the chief officer group in this respect. The ACC has been the strategic lead on police reform matters and used to chair a police reform implementation steering group. This group brought into being many of the reform issues but was recently disbanded as all matters had been actioned. It will be resurrected should the latest police reform issues require a similar approach. This group was seen as being very effective.

### Areas for Improvement

- The force has recognised that communication from chief officers to front-line staff is lost at middle manager level. However, there is no plan in place to address this.
- Front-line staff believe that bureaucracy was getting considerably worse rather than better, with more forms having to be completed. As an example, every crime is attended and statements are always taken. This was deemed to be unnecessary, although officers agreed that they should still attend all reported crimes.
- The force is developing its neighbourhood policing teams in line with national initiatives and has communicated this to the community and police authority to some extent. However, there is a need to inform and involve key stakeholders better – for example the safety partners.

**7C Performance Management and  
Continuous Improvement**

|      |        |
|------|--------|
| Fair | Stable |
|------|--------|

**Strengths**

- The chief officer team is visible and regarded by staff as good leaders, providing clear direction in improving performance.
- The Chief Constable provides information to the police authority prior to meetings to assist in their preparation and facilitate contribution to the issues being discussed. Authority members have recently been given access to iQuanta data to assist them in monitoring force performance.
- There is evidence of a culture of continuous improvement within the force inspectorate, and the force actually conducted a GAP analysis between the self-assessment for baseline and the last baseline assessment. This has been shared with all contributors to the self-assessment process in a manner that encourages corporate development. This has been seen as a good approach to ensure there is learning from the process.
- The force has a best value inspection process that works closely with the police authority BVR committee. Recent activity has been in line with national guidelines.
- The PDR is used to manage the performance of BCU commanders and ACPO. In respect of BCU commanders, there are formal monthly reviews with the DCC. The ACC is developing a similar structure to deal with HQ department heads so that individuals are held to account for performance matters.

**Areas for Improvement**

- Although there are mechanisms in place to obtain up-to-date performance information, this has to be done via a request to the divisional statistical analyst. There is no real-time online performance information available directly to managers, although a performance pack is cascaded to all levels.
- There is little activity in respect of using recent legislation to deal with underperformance (ie efficiency regulations).
- There is evidence that some departments, eg HR, are process rather than business orientated.
- Internal inspection has seen little activity in recent years due to staff changes, although the best value process has been ongoing.
- Although there is performance management within the force, it does not extend to front-line staff. There is little understanding of how individuals can contribute to the policing objectives of the organisation, and apart from certain tables there is no robust monitoring of individual activity. The PDR process is still evolving.

*Gwent Police - Baseline Assessment  
October 2005*

**Appendix 1: Performance Tables**

| <b>1A: Fairness and Equality</b>  |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b> | N/A           | 37.5%         | N/A           | 53.7%                 | 7 out of 7             | 48.6%                      | 32 out of 37                |
| % of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>                 | N/A           | 62.5%         | N/A           | 72.8%                 | 6 out of 7             | 71.5%                      | 31 out of 37                |
| % of white users very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>                 | N/A           | 55.1%         | N/A           | 59.1%                 | 6 out of 7             | 56.8%                      | 27 out of 37                |
| % of users from BME groups very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>       | N/A           | 27.4%         | N/A           | 51.1%                 | 7 out of 7             | 44.1%                      | 37 out of 37                |
| Difference between very/completely satisfied rates <b>(SPI 3b)</b>  | N/A           | 27.6 pts      | N/A           | 7.96 pts              | N/A                    | 12.7 pts                   | N/A                         |
| % of white users satisfied with respect to the overall service provided <b>(SPI 3b)</b>                                 | N/A           | 76.3%         | N/A           | 79.6%                 | 7 out of 7             | 78.0%                      | 27 out of 37                |
| % of users from BME groups satisfied with respect to the overall service provided <b>(SPI 3b)</b>                       | N/A           | 62.7%         | N/A           | 74.5%                 | 7 out of 7             | 71.2%                      | 36 out of 37                |
| Difference between satisfied rates <b>(SPI 3b)</b>  | N/A           | 13.5 pts      | N/A           | 5.14 pts              | N/A                    | 6.8 pts                    | N/A                         |
| % of PACE stop/searches of white persons which lead to arrest <b>(SPI 3c)</b>   | *             | *             | *             | *                     | *                      | *                          | *                           |
| % of PACE stop/searches of persons from BME groups which lead to arrest <b>(SPI 3c)</b>                                 | *             | *             | *             | *                     | *                      | *                          | *                           |
| Difference between PACE arrest rates <b>(SPI 3c)</b>  | *             | *             | *             | *                     | *                      | *                          | *                           |
| % detected violence against the person offences for victims from BME groups <b>(SPI 3d)</b>                             | N/A           | *             | N/A           | 39.2%                 | *                      | 24.7%                      | *                           |
| % detected violence against the person offences for White victims <b>(SPI 3d)</b>                                       | N/A           | *             | N/A           | 28.1%                 | *                      | 34.6%                      | *                           |
| Difference in violence against the person detection rates. <b>(SPI 3d)</b>  | N/A           | *             | N/A           | 11 pts                | N/A                    | 9.9 pts                    | N/A                         |
| Difference between PACE stop/searches per 1,000 white and per BME population  | *             | *             | *             | *                     | *                      | *                          | *                           |
| Racially or religiously aggravated offences per 1000 population   | 0.43          | 0.42          | -2.9 %        | 0.58                  | 3 out of 8             | 0.70                       | 15 out of 42                |
| % detected racially or religiously aggravated offences  | 57.9%         | 58.4%         | 0.5 Pts       | 45.1%                 | 1 out of 8             | 36.4%                      | 3 out of 43                 |

| <b>1B: Neighbourhood Policing and Community Engagement</b>                  |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of people who think that their local police do a good job <b>(SPI 2a)</b> | N/A           | 44.4%         | N/A           | 45.9%                 | 6 out of 8             | 48.6%                      | 34 out of 42                |

\* This data was not available at time of publication

*Gwent Police - Baseline Assessment  
October 2005*

| <b>1C: Customer Service and Accessibility</b>   |               |               |               |                           |                                |                                    |                                 |
|---|---------------|---------------|---------------|---------------------------|--------------------------------|------------------------------------|---------------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave<br/>2004/5</b> | <b>MSF<br/>Rank<br/>2004/5</b> | <b>National<br/>Ave<br/>2004/5</b> | <b>National<br/>Rank 2004/5</b> |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police <b>(SPI 1a)</b>  | N/A           | 60.1%         | N/A           | 70.8%                     | 7 out of 7                     | 65.9%                              | 33 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police <b>(SPI 1b)</b>      | N/A           | 56.3%         | N/A           | 58.4%                     | 5 out of 7                     | 54.9%                              | 21 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress <b>(SPI 1c)</b> | N/A           | 36.3%         | N/A           | 40.6%                     | 6 out of 7                     | 38.8%                              | 28 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff <b>(SPI 1d)</b>        | N/A           | 69.8%         | N/A           | 73.9%                     | 6 out of 7                     | 69.5%                              | 24 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided <b>(SPI 1e)</b>    | N/A           | 54.6%         | N/A           | 59.0%                     | 6 out of 7                     | 55.6%                              | 27 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police <b>(SPI 1a)</b>                     | N/A           | 84.4%         | N/A           | 90.1%                     | 7 out of 7                     | 87.8%                              | 34 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police <b>(SPI 1b)</b>                         | N/A           | 76.9%         | N/A           | 78.3%                     | 4 out of 7                     | 75.4%                              | 18 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>                    | N/A           | 55.3%         | N/A           | 59.7%                     | 6 out of 7                     | 58.5%                              | 28 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff <b>(SPI 1d)</b>                           | N/A           | 87.1%         | N/A           | 89.2%                     | 5 out of 7                     | 87.8%                              | 22 out of 37                    |
| % of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided <b>(SPI 1e)</b>                       | N/A           | 76.2%         | N/A           | 79.4%                     | 7 out of 7                     | 77.3%                              | 26 out of 37                    |
| % of people who think that their local police do good job <b>(SPI 2a)</b>   | N/A           | 44.4%         | N/A           | 45.9%                     | 6 out of 8                     | 48.6%                              | 34 out of 42                    |
| % of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>   | N/A           | 37.5%         | N/A           | 53.7%                     | 7 out of 7                     | 48.6%                              | 32 out of 37                    |
| % of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>   | N/A           | 62.5%         | N/A           | 72.8%                     | 6 out of 7                     | 71.5%                              | 31 out of 37                    |
| % of PA buildings open to the public which are suitable for and accessible to disabled people   | 35.3%         | 65.3%         | 30 Pts        | 87.6%                     | 3 out of 7                     | 76.9%                              | 24 out of 38                    |

\* This data was not available at time of publication

*Gwent Police - Baseline Assessment  
October 2005*

| <b>2A: Reducing Hate Crime and Crimes Against Vulnerable Victims</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b> | N/A           | *             | *             | 60.3%                 | *                      | 55.7%                      | *                           |
| % of partner-on-partner violence <b>(SPI 8b)</b>   | *             | *             | *             | 80.0%                 | -                      | 74.1%                      | -                           |
| Racially or religiously aggravated offences per 1000 population  | 0.43          | 0.42          | -2.9 %        | 0.58                  | 3 out of 8             | 0.70                       | 15 out of 42                |
| % detected racially or religiously aggravated offences   | 57.9%         | 58.4%         | 0.5 Pts       | 45.1%                 | 1 out of 8             | 36.4%                      | 3 out of 43                 |

| <b>2B: Volume Crime Reduction</b>  |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b> | 2.9%          | 5.8%          | 2.9 Pts       | 6.8%                  | 4 out of 8             | 5.3%                       | 26 out of 42                |
| % risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>                           | 16.9%         | 18.4%         | 1.6 Pts       | 19.0%                 | 5 out of 8             | 17.9%                      | 26 out of 42                |
| Domestic Burglary per 1,000 households <b>(SPI 5a)</b>   | 14.04         | 11.33         | -19.3 %       | 12.85                 | 4 out of 8             | 14.40                      | 24 out of 43                |
| Violent crime per 1,000 population <b>(SPI 5b)</b>   | 24.51         | 24.86         | 1.4 %         | 20.27                 | 7 out of 8             | 22.44                      | 36 out of 42                |
| Robberies per 1,000 population <b>(SPI 5c)</b>   | 0.49          | 0.63          | 28.1 %        | 0.80                  | 3 out of 8             | 1.68                       | 17 out of 42                |
| Vehicle crime per 1,000 population <b>(SPI 5d)</b>   | 16.07         | 15.46         | -3.8 %        | 13.96                 | 5 out of 8             | 13.99                      | 30 out of 42                |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>  | 0.81          | 0.90          | 11.4 %        | 0.64                  | 7 out of 8             | 0.61                       | 38 out of 42                |
| Total recorded crime per 1000 population   | 106.78        | 103.02        | -3.5 %        | 102.08                | 5 out of 8             | 105.37                     | 30 out of 42                |
| Violent Crime committed by a stranger per 1,000 population   | 3.95          | *             | *             | 5.69                  | *                      | 9.87                       | *                           |
| Violent Crime committed in a public place per 1,000 population   | 9.87          | *             | *             | 9.66                  | *                      | 13.86                      | *                           |
| Violent Crime committed under the influence of intoxicating substances per 1,000 population  | 5.11          | *             | *             | 4.35                  | *                      | 4.16                       | *                           |
| Violent crime committed in connection with licensed premises per 1,000 population  | 1.36          | *             | *             | 1.38                  | *                      | 1.44                       | *                           |
| % of domestic burglaries where the property has been burgled in the previous 12 months   | 3.3%          | 6.1%          | 2.7 Pts       | 9.2%                  | 2 out of 7             | 8.3%                       | 12 out of 37                |

\* This data was not available at time of publication

*Gwent Police - Baseline Assessment  
October 2005*

| <b>2C: Working with Partners to Reduce Crime</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b> | 2.9%          | 5.8%          | 2.9 Pts       | 6.8%                  | 4 out of 8             | 5.3%                       | 26 out of 42                |
| % risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>                           | 16.9%         | 18.4%         | 1.6 Pts       | 19.0%                 | 5 out of 8             | 17.9%                      | 26 out of 42                |
| Domestic Burglary per 1,000 households <b>(SPI 5a)</b>   | 14.04         | 11.33         | -19.3 %       | 12.85                 | 4 out of 8             | 14.40                      | 24 out of 43                |
| Violent crime per 1,000 population <b>(SPI 5b)</b>   | 24.51         | 24.86         | 1.4 %         | 20.27                 | 7 out of 8             | 22.44                      | 36 out of 42                |
| Robberies per 1,000 population <b>(SPI 5c)</b>   | 0.49          | 0.63          | 28.1 %        | 0.80                  | 3 out of 8             | 1.68                       | 17 out of 42                |
| Vehicle crime per 1,000 population <b>(SPI 5d)</b>   | 16.07         | 15.46         | -3.8 %        | 13.96                 | 5 out of 8             | 13.99                      | 30 out of 42                |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>  | 0.81          | 0.90          | 11.4 %        | 0.64                  | 7 out of 8             | 0.61                       | 38 out of 42                |
| Total recorded crime per 1000 population   | 106.78        | 103.02        | -3.5 %        | 102.08                | 5 out of 8             | 105.37                     | 30 out of 42                |

| <b>3A: Investigating Major and Serious Crime</b>                          |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b> | 0.81          | 0.90          | 11.4 %        | 0.64                  | 7 out of 8             | 0.61                       | 38 out of 42                |
| Number of abductions per 10,000 population                                | 0.126         | 0.            | -100 %        | 0.033                 | 1= out of 8            | 0.016                      | 3= out of 42                |
| % of abduction crimes detected  | 71.4%         | 0.0%          | -71.4 Pts     | 19.2%                 | N/A                    | 34.9%                      | N/A                         |
| Number of attempted murders per 10,000 population                         | 0.22          | 0.36          | 66.7 %        | 0.12                  | 8 out of 8             | 0.14                       | 40 out of 42                |
| % of attempted murder crimes detected                                     | 108.3%        | 95.0%         | -13.3 Pts     | 90.6%                 | 5 out of 8             | 72.7%                      | 16 out of 43                |
| Number of blackmail per 10,000 population                                 | 0.162         | 0.18          | 11.1 %        | 0.15                  | 5 out of 8             | 0.28                       | 26 out of 42                |
| % of blackmail crimes detected  | 88.9%         | 40.0%         | -48.9 Pts     | 38.5%                 | 5 out of 8             | 26.2%                      | 16= out of 43               |
| Number of kidnappings per 10,000 population                               | 0.468         | 0.47          | 0 %           | 0.38                  | 5 out of 8             | 0.53                       | 30 out of 42                |
| % of kidnapping crimes detected   | 103.8%        | 73.1%         | -30.8 Pts     | 56.5%                 | 3 out of 8             | 44.3%                      | 7 out of 43                 |
| Number of manslaughters per 10,000 population                             | 0.072         | 0.            | -100 %        | 0.028                 | 1= out of 8            | 0.025                      | 1= out of 42                |
| % of manslaughter crimes detected   | 100.0%        | 0.0%          | -100 Pts      | 327.3%                | N/A                    | 119.2%                     | N/A                         |
| Number of murders per 10,000 population                                   | 0.018         | 0.18          | 900 %         | 0.108                 | 8 out of 8             | 0.138                      | 38 out of 42                |
| % of murder crimes detected   | 100.0%        | 90.0%         | -10 Pts       | 101.2%                | 6 out of 8             | 94.5%                      | 27= out of 43               |
| Number of rapes per 10,000 population                                     | 1.48          | 2.05          | 39 %          | 2.11                  | 6 out of 8             | 2.65                       | 16 out of 42                |
| % of rape crimes detected   | 78.0%         | 51.8%         | -26.3 Pts     | 35.3%                 | 3 out of 8             | 29.5%                      | 3 out of 43                 |

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*Gwent Police - Baseline Assessment  
October 2005*

| <b>3B: Tackling Level 2 Criminality</b>   |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Violent crime per 1,000 population <b>(SPI 5b)</b>  | 24.51         | 24.86         | 1.4 %         | 20.27                 | 7 out of 8             | 22.44                      | 36 out of 42                |
| Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>   | 0.81          | 0.90          | 11.4 %        | 0.64                  | 7 out of 8             | 0.61                       | 38 out of 42                |
| Number of Class A drug supply offences brought to justice per 10,000 population <b>(SPI 6c)</b>                   | 0.27          | 0.16          | -39.7 %       | 0.36                  | N/A                    | 0.25                       | N/A                         |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine <b>(SPI 6c)</b> | 25.8%         | 23.1%         | -10.7 %       | 13.7%                 | N/A                    | 21.9%                      | N/A                         |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin <b>(SPI 6c)</b>  | 31.5%         | 49.5%         | 57.2 %        | 53.0%                 | N/A                    | 43.7%                      | N/A                         |
| Number of joint operations between the force and NCS  | *             | 2.00          | *             | 6.60                  | N/A                    | 3.94                       | N/A                         |
| Number of joint operations between the force and Revenue and Customs  | 2             | 1             | -50 %         | 6.0                   | N/A                    | 6.78                       | N/A                         |
| No. of confiscation orders  | 13            | *             | *             | 12.9                  | N/A                    | 43.16                      | N/A                         |
| Total value of confiscation orders  | £42,572       | *             | *             | £601,490              | N/A                    | £1,179,340                 | N/A                         |
| No. of forfeiture orders  | 2             | *             | *             | 4.4                   | N/A                    | 18.21                      | N/A                         |
| Forfeiture value  | £2,989        | *             | *             | £7,011                | N/A                    | £79,822                    | N/A                         |
| Trafficking in controlled drugs per 1000 population   | 0.44          | 0.53          | 20.4 %        | 0.49                  | 5 out of 8             | 0.45                       | 33 out of 42                |
| % detected trafficking in controlled drugs offences   | 99.2%         | 96.6%         | -2.6 Pts      | 96.6%                 | 5 out of 8             | 91.7%                      | 14 out of 43                |

| <b>3C: Investigating Hate Crime and Crime Against Vulnerable Victims</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| % of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b> | N/A           | *             | *             | 60.3%                 | *                      | 55.7%                      | *                           |
| % of partner-on-partner violence <b>(SPI 8b)</b>   | *             | *             | *             | 80.0%                 | *                      | 74.1%                      | *                           |
| Racially or religiously aggravated offences per 1000 population  | 0.43          | 0.42          | -2.9 %        | 0.58                  | 3 out of 8             | 0.7                        | 15 out of 42                |
| % detected racially or religiously aggravated offences   | 57.9%         | 58.4%         | 0.5 Pts       | 45.1%                 | 1 out of 8             | 36.4%                      | 3 out of 43                 |

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*Gwent Police - Baseline Assessment  
October 2005*

| <b>3D: Volume Crime Investigation</b>  |               |               |               |                           |                                |                                |                                 |
|--|---------------|---------------|---------------|---------------------------|--------------------------------|--------------------------------|---------------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave<br/>2004/5</b> | <b>MSF<br/>Rank<br/>2004/5</b> | <b>National<br/>Ave 2004/5</b> | <b>National<br/>Rank 2004/5</b> |
| % detected of vehicle crimes <b>(SPI 7e)</b>   | 32.6%         | 28.0%         | -4.7 Pts      | 12.7%                     | 1 out of 8                     | 10.1%                          | 1 out of 43                     |
| % detected of violent crime <b>(SPI 7c)</b>  | 79.7%         | 72.3%         | -7.4 Pts      | 55.4%                     | 1 out of 8                     | 49.5%                          | 3 out of 43                     |
| % detected of domestic burglaries <b>(SPI 7b)</b>  | 45.3%         | 37.1%         | -8.2 Pts      | 19.1%                     | 1 out of 8                     | 15.9%                          | 2 out of 43                     |
| % detected of robberies <b>(SPI 7d)</b>  | 37.6%         | 39.0%         | 1.4 Pts       | 27.3%                     | 2 out of 8                     | 19.9%                          | 4 out of 43                     |
| % of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court <b>(SPI 7a)</b> | 30.2%         | 29.7%         | -0.6 Pts      | 22.3%                     | 1 out of 8                     | 21.4%                          | 3 out of 43                     |
| % total crime detected   | 44.5%         | 42.1%         | -2.4 Pts      | 27.6%                     | 1 out of 8                     | 25.7%                          | 2 out of 43                     |
| % sanction detected of vehicle crimes  | 31.1%         | 26.2%         | -4.9 Pts      | 11.7%                     | 1 out of 8                     | 9.3%                           | 1 out of 43                     |
| % sanction detected of violent crime   | 35.3%         | 32.8%         | -2.5 Pts      | 36.7%                     | 7 out of 8                     | 34.3%                          | 35 out of 43                    |
| % sanction detected of domestic burglaries   | 40.6%         | 32.9%         | -7.7 Pts      | 17.2%                     | 1 out of 8                     | 14.3%                          | 1 out of 43                     |
| % sanction detected of robberies   | 29.2%         | 31.9%         | 2.7 Pts       | 23.6%                     | 2 out of 8                     | 17.2%                          | 4 out of 43                     |
| % detected racially or religiously aggravated offences   | 57.9%         | 58.4%         | 0.5 Pts       | 45.1%                     | 1 out of 8                     | 36.4%                          | 3 out of 43                     |
| Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b>   | 16653         | 14987         | -10 %         | 22044                     | N/A                            | 27381                          | N/A                             |
| % of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>        | 27.2%         | 26.2%         | -1 Pts        | 21.7%                     | 2 out of 8                     | 20.7%                          | 8 out of 42                     |
| Number of Class A drug supply offences brought to justice per 10,000 population <b>(SPI 6c)</b>                                | 0.27          | 0.16          | -39.7 %       | 0.36                      | N/A                            | 0.25                           | N/A                             |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine <b>(SPI 6c)</b>              | 25.8%         | 23.1%         | -10.7 %       | 13.7%                     | N/A                            | 21.9%                          | N/A                             |
| % of all Class A drug supply offences resulting in a caution or conviction that relate to heroin <b>(SPI 6c)</b>               | 31.5%         | 49.5%         | 57.2 %        | 53.0%                     | N/A                            | 43.7%                          | N/A                             |

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*Gwent Police - Baseline Assessment  
October 2005*

| <b>3E: Forensic Management</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Burglary Dwelling - % scenes examined                                    | 87.0%         | 94.1%         | 7.1 Pts       | 84.9%                 | 2 out of 8             | 85.4%                      | 6 out of 42                 |
| Theft of motor vehicle (MV) - % scenes examined                          | 52.0%         | 67.3%         | 15.3 Pts      | 51.7%                 | 2 out of 8             | 40.1%                      | 4 out of 42                 |
| % fingerprint recovery from burglary dwelling scenes examined            | 36.0%         | 37.7%         | 1.7 Pts       | 36.9%                 | 3 out of 8             | 32.1%                      | 17 out of 42                |
| % fingerprint recovery from theft of MV scenes examined                  | 46.0%         | 51.1%         | 5.1 Pts       | 50.1%                 | 6 out of 8             | 48.9%                      | 22 out of 42                |
| % DNA recovery from burglary scenes examined                             | 8.0%          | 9.5%          | 1.5 Pts       | 8.9%                  | 4 out of 8             | 8.2%                       | 18 out of 42                |
| % DNA recovery from theft of MV scenes examined                          | 15.0%         | 14.4%         | -0.6 Pts      | 19.2%                 | 8 out of 8             | 20.1%                      | 36 out of 42                |
| % fingerprint idents from recovery at burglary dwelling scenes           | 14.0%         | 18.3%         | 4.3 Pts       | 17.2%                 | 4 out of 8             | 16.8%                      | 17 out of 42                |
| % DNA matches from recovery at burglary dwelling scenes                  | *             | 35.7%         | N/A           | 36.0%                 | 4 out of 8             | 35.5%                      | 21 out of 42                |
| % DNA matches from recovery at theft of MV scenes                        | *             | 41.0%         | N/A           | 38.0%                 | 5 out of 8             | 38.3%                      | 16 out of 42                |
| % fingerprint idents from recovery at theft of MV scenes                 | 35.0%         | 24.7%         | -10.3 Pts     | 26.6%                 | 6 out of 8             | 27.9%                      | 25 out of 42                |
| % conversion of fingerprint idents to primary detections                 | 75.0%         | 50.4%         | -24.6 Pts     | 53.4%                 | 6 out of 8             | 45.3%                      | 19 out of 41                |
| % conversion of fingerprint idents to total detections (incl. secondary) | 224.0%        | 207.8%        | -16.2 Pts     | 102.0%                | 1 out of 8             | 82.5%                      | 1 out of 41                 |
| % DNA primary detections per match                                       | 60.0%         | 86.6%         | 26.6 Pts      | 62.8%                 | 1 out of 8             | 49.5%                      | 1 out of 42                 |
| % DNA total detections per match (incl. secondary)                       | 218.0%        | 128.0%        | -90 Pts       | 106.6%                | 3 out of 8             | 88.7%                      | 8 out of 42                 |

| <b>3F: Criminal Justice Processes</b>  |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b> | 16653         | 14987         | -10 %         | 22043.5               | N/A                    | 27380.9                    | N/A                         |
| % of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>      | 27.2%         | 26.2%         | -1 Pts        | 21.7%                 | 2 out of 8             | 20.7%                      | 8 out of 42                 |
| % of arrest summons entered onto the PNC in one day (target 90%)   | 62.2%         | 72.4%         | 10.2 Pts      | 80.7%                 | 7 out of 8             | 82.0%                      | 39 out of 43                |
| % of court results entered onto the PNC in 10 days   | 6.7%          | 39.3%         | 32.6 Pts      | 64.3%                 | 7 out of 8             | 54.5%                      | 35 out of 43                |
| Number of sanction detections  | 17,918        | 16,965        | -5.3 %        | 22,630.9              | N/A                    | 27,659.4                   | N/A                         |
| PYO's arrest to sentence within 71 day target (from COMPASS)   | *             | *             | *             | *                     | *                      | *                          | *                           |
| Prosecution Team performance measurement - using COMPASS data  | *             | *             | *             | *                     | *                      | *                          | *                           |
| Management and targeted execution of warrants (COMPASS)  | *             | *             | *             | *                     | *                      | *                          | *                           |
| Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)   | *             | *             | *             | *                     | *                      | *                          | *                           |

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*Gwent Police - Baseline Assessment  
October 2005*

| 4A: Reassurance   |        |        |          |                |                 |                     |                      |
|---|--------|--------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4 | 2004/5 | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| BCS Fear of Crime (% very worried about burglary) (SPI 10a)   | 10.1%  | 8.7%   | -1.4 Pts | 11.7%          | 1 out of 8      | 11.3%               | 12 out of 42         |
| BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)  | 12.6%  | 9.7%   | -2.9 Pts | 14.0%          | 1 out of 8      | 12.5%               | 11 out of 42         |
| BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)  | 10.4%  | 10.0%  | -0.4 Pts | 14.6%          | 2 out of 8      | 15.1%               | 9 out of 42          |
| BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)  | 12.6%  | 15.4%  | 2.8 Pts  | 15.9%          | 3= out of 8     | 15.8%               | 22= out of 42        |
| % of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months. | 5.6%   | 6.7%   | 1.1 Pts  | 38.0%          | 1 out of 6      | 37.8%               | 1 out of 34          |
| % of domestic burglaries where the property has been burgled in the previous 12 months  | 3.3%   | 6.1%   | 2.7 Pts  | 9.2%           | 2 out of 7      | 8.3%                | 12 out of 37         |

| 4B: Reducing Anti-Social Behaviour and Promoting Public Safety   |        |        |        |                |                 |                     |                      |
|--|--------|--------|--------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a) | *      | 3.53   | *      | 5.80           | *               | 5.69                | 1 out of 35          |
| Number of RTCs resulting in death or serious injury per 1,000 population   | *      | 0.32   | *      | 0.55           | 1 out of 6      | 0.51                | 1 out of 34          |

| 5A: Call Management                                    |        |        |         |                |                 |                     |                      |
|--|--------|--------|---------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4 | 2004/5 | Change  | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| The local target time for answering 999 calls (secs)   | 6.     | 10.    | 66.7 %  | 8.57           | N/A             | 11.1                | N/A                  |
| Number of calls answered within local target time      | 69,536 | 76,606 | 10.2 %  | 145,226        | N/A             | 254,988             | N/A                  |
| % of 999 calls answered within locally set target time | 73.0%  | 77.7%  | 4.7 Pts | 88.9%          | 6 out of 6      | 87.3%               | 36 out of 39         |

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*Gwent Police - Baseline Assessment  
October 2005*

| <b>5B: Providing Specialist Operational Support</b>  |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised | 40            | 81            | 102.5 %       | 147.3                 | N/A                    | 378.5                      | N/A                         |
| Number of operations where the officers have not commenced operations before being stood down  | 0             | 3             | N/A           | 7.3                   | N/A                    | 22.5                       | N/A                         |

| <b>5C: Roads Policing: Annual indicators</b>  |               |               |               |                       |                        |                            |                             |
|---|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>  | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled <b>(SPI 9a)</b> | *             | 3.53          | *             | *                     | 1 out of 6             | 5.69                       | 1 out of 35                 |
| Number of RTCs resulting in death or serious injury per 1,000 population  | *             | 0.32          | *             | 0.55                  | 1 out of 6             | 0.51                       | 1 out of 34                 |

| <b>6A: Human Resource Management</b>   |               |               |               |                       |                        |                            |                             |
|--|---------------|---------------|---------------|-----------------------|------------------------|----------------------------|-----------------------------|
| <b>Indicator</b>   | <b>2003/4</b> | <b>2004/5</b> | <b>Change</b> | <b>MSF Ave 2004/5</b> | <b>MSF Rank 2004/5</b> | <b>National Ave 2004/5</b> | <b>National Rank 2004/5</b> |
| Number of working hours lost due to sickness by police officers <b>(SPI 13a)</b> | 152.58        | 115.52        | -24.3 %       | 81.20                 | 7 out of 7             | 70.57                      | 37 out of 37                |
| Number of working hours lost due to sickness by police staff <b>(SPI 13b)</b>    | 127.63        | 96.19         | -24.6 %       | 66.15                 | 7 out of 7             | 63.72                      | 36 out of 37                |
| Medical retirements per 1,000 police officers                                    | 15.99         | 9.74          | -39.1 %       | 3.06                  | 8 out of 8             | 2.9                        | 39 out of 39                |
| Medical retirements per 1,000 police staff                                       | 11.12         | 11.63         | 4.5 %         | 2.43                  | 8 out of 8             | 2.16                       | 39 out of 39                |

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*Gwent Police - Baseline Assessment  
October 2005*

| 6C: Race and Diversity   |         |         |          |                |                 |                     |                      |
|--|---------|---------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator  | 2003/4  | 2004/5  | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police recruits from BME groups (SPI 12a)   | 2.6%    | 1.2%    | -1.4 Pts | 1.9%           | N/A             | 3.9%                | N/A                  |
| % of people from BME groups in the economically active population of the force area (SPI 12a)                          | N/A     | 1.6%    | N/A      | 3.7%           | N/A             | 8.0%                | N/A                  |
| Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers) | 1: 3.13 | 1: 4.92 | 57.3 %   | 1: 1.53        | 8 out of 8      | 1: 1.47             | 37 out of 37         |
| % of female officers compared to overall force strength (SPI 12c)  | 19.6%   | 20.6%   | 0.9 Pts  | 22.1%          | 7 out of 8      | 21.2%               | 27 out of 42         |
| % of female police staff compared to total police staff  | 65.2%   | 64.7%   | -0.5 Pts | 64.3%          | 5 out of 8      | 62.3%               | 15 out of 42         |
| % of white police officer applicants appointed   | 8.0%    | *       | *        | 23.2%          | N/A             | 26.9%               | N/A                  |
| % of BME police officer applicants appointed   | 16.7%   | *       | *        | 12.6%          | N/A             | 24.0%               | N/A                  |
| Difference in % of applicants appointed  | 8.71    | *       | *        | 10 pts         | N/A             | 2.8 pts             | N/A                  |
| % of female police officer applicants appointed  | 14.1%   | *       | *        | 27.2%          | N/A             | 29.1%               | N/A                  |
| % of male police officer applicants appointed  | 5.6%    | *       | *        | 20.6%          | N/A             | 24.2%               | N/A                  |
| Difference in % of applicants appointed  | 8.5     | *       | *        | 6.6 pts        | N/A             | 4.9 pts             | N/A                  |
| Difference between voluntary resignation rates of male and female officers   | 1: 2.73 | 1: 2.19 | -19.8 %  | 1: 1.44        | 6 out of 8      | 1: 1.41             | 35 out of 39         |

| 6D: Resource Management   |             |             |          |                |                 |                     |                      |
|---|-------------|-------------|----------|----------------|-----------------|---------------------|----------------------|
| Indicator   | 2003/4      | 2004/5      | Change   | MSF Ave 2004/5 | MSF Rank 2004/5 | National Ave 2004/5 | National Rank 2004/5 |
| % of police officer time available for frontline policing (SPI 11a)   | *           | *           | *        | *              | *               | *                   | *                    |
| % of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs) | *           | *           | *        | *              | *               | *                   | *                    |
| % of police officer time spent on visible patrol  | *           | *           | *        | *              | *               | *                   | *                    |
| % of police officers in operational posts   | 93.1%       | 92.7%       | -0.5 Pts | 91.5%          | 4 out of 8      | 88.2%               | 14 out of 41         |
| Total spending per police officer   | £66,853.48  | £68,276.38  | 2.1 %    | £66,768.69     | N/A             | £121,668.41         | N/A                  |
| Total spending per 1,000 population   | £165,627.59 | £176,825.14 | 6.8 %    | £162,773.61    | N/A             | £320,496.85         | N/A                  |

\* This data was not available at time of publication

## **Appendix 2: Glossary of Terms and Abbreviations**

|         |  |
|---------|--|
| ABC     | activity-based costing   |
| ACC     | assistant chief constable  |
| ACPO    | Association of Chief Police Officers   |
| ANPR    | automatic number plate recognition   |
| ARV     | armed response vehicle   |
| ASB     | anti-social behaviour  |
| ASBO    | Anti-Social Behaviour Order  |
| BCS     | British Crime Survey   |
| BCU     | basic command unit   |
| BME     | black and minority ethnic  |
| BVR     | Best Value Review  |
| CDRP    | Crime and Disorder Reduction Partnership   |
| CID     | Criminal Investigation Department  |
| COMPASS | a national information technology system for tracking, managing and recording caseload information |
| CRISP   | Cross-Regional Information Sharing Project   |
| CSP     | community safety partnership   |
| DCC     | deputy chief constable   |
| DNA     | deoxyribonucleic acid  |
| DV      | domestic violence  |
| EC      | European Community   |
| FPU     | family protection unit   |

*Gwent Police - Baseline Assessment  
October 2005*

|                     |   |
|---------------------|---|
| Gender Agenda       | an ACPO/Home Office initiative to promote equal opportunities for women in the police service   |
| H&S                 | health and safety   |
| HMIC                | Her Majesty's Inspectorate of Constabulary  |
| HOLMES              | Home Office Large Major Enquiry System  |
| HQ                  | headquarters  |
| HR                  | human resource  |
| iQuanta             | a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office               |
| IS/IT               | information systems / information technology  |
| ISD                 | information services department   |
| Level 2 Criminality | criminal activity that takes place on a cross-boundary basis  |
| MAPPA               | multi-agency police protection arrangements   |
| MIR                 | major investigation room  |
| MSF                 | most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics |
| MV                  | motor vehicle   |
| NAFIS               | National Automated Fingerprint Identification System  |
| NCIS                | National Criminal Intelligence Service  |
| NCRS                | National Crime Recording Standard   |
| NCS                 | National Crime Squad  |
| NIM                 | National Intelligence Model   |
| NVQ                 | National Vocational Qualification   |
| OSD                 | operational support department  |
| PA                  | police authority  |

*Gwent Police - Baseline Assessment  
October 2005*

|                     |   |
|---------------------|---|
| PACE                | Police and Criminal Evidence Act  |
| PCSO                | police community support officer  |
| PDR                 | personal development review   |
| PIMS                | post-incident management system   |
| PNC                 | Police National Computer  |
| POCA                | Proceeds of Crime Act 2004  |
| POLIS               | Police Online Information System  |
| PPAF                | police performance assessment framework   |
| PYO                 | persistent young offender   |
| QA                  | quality assurance   |
| RIC                 | regional intelligence cell  |
| RPU                 | roads policing unit   |
| RTC                 | road traffic collision  |
| Sanction Detections | offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule  |
| SGC                 | specific grading criteria   |
| SPI                 | statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators' |
| T&C                 | tasking and co-ordination   |
| TSU                 | technical support unit  |
| Volume Crime        | not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery  |