

PEEL Findings

ADRODDIADAU'R BWRDD ATEBOLRWYDD A SICRWYDD

ACCOUNTABILITY AND ASSURANCE BOARD

March 2026

Date:	10 February 2026
Author:	Kate Eagle, Assurance & Inspection Co-ordinator
Responsible Officer:	CI Jodie Davies, Force Liaison Officer to the HMICFRS
Version:	V.1



1. DIBEN AC ARGYMHELLIAD | PURPOSE AND RECOMMENDATION

- 1.1 The PEEL findings report is presented for monitoring purposes and onward submission to the Accountability & Assurance Board.
- 1.2 There are no recommendations made requiring a decision the report is for scrutiny and information purposes only.

2. CYFLWYNIAD A CHEFNDIR | INTRODUCTION & BACKGROUND

- 2.1 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) PEEL (police effectiveness, efficiency and legitimacy) 2023-25 inspection report of Gwent Police was published on 27 June 2025. The inspection assessed ten areas of policing, and the force received graded judgments in nine of these areas as follows:

Recording data about crime – **Outstanding**

Police powers and treating the public fairly and respectfully – **Adequate**

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability – **Adequate**

Responding to the public – **Adequate**

Investigating crime – **Requires improvement**

Protecting vulnerable people – **Requires improvement**

Managing offenders and suspects – **Adequate**

Building, supporting and protecting the workforce – **Adequate**

Leadership and force management – **Requires improvement.**

The full inspection report is available on the following link: [Gwent PEEL Assessment 2023–2025 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

3. MATERION I'W HYSTYRIED | ISSUES FOR CONSIDERATION

With regards to thematic and rolling programme updates, the force continues to liaise regularly with the Inspectorate and there are updates to report with regards to the following:



- Fieldwork was undertaken in force between 29th September and 3rd October 2025 as part of the Serious and Organised Crime Inspection Programme. Initial feedback was delivered to force leads in a debrief and was positive however, the full report is expected in the coming months.
- Fieldwork was undertaken in force between 15th and 18th December 2025 for a thematic inspection regarding firearms licensing. Initial findings were shared with Chief Officers as part of a debrief and were positive. As part of the thematic inspection Bedfordshire, Cambridgeshire and Hertfordshire tri force have received an accelerated cause of concern. The inspection report is due to be published later this year, and all selected six forces have been inspected.
- The force has been selected for a thematic inspection regarding Retrospective Facial Recognition. This is due to take place in March/April 2026.
- The force is currently working on its eighth iteration of its Force Management Statement, which will be submitted to HMICFRS in May 2026.

It is highlighted that Gwent continues to perform strongly in responding to the public. The latest published data from November 2025 shows 96.6% of 999 calls were answered under 10 seconds [999 performance data | Police.uk](#). The median average call wait time for 101 calls was 7 seconds ([101 performance data | Police.uk](#)

The force has shared a promotion timeline for Chief Superintendent, Superintendent, Inspector and Sergeant ranks. The aim is to ensure that both current and aspiring leaders have the best opportunity to prepare and demonstrate the positive impact they make within the force. This is also based on feedback from officers and to consider the future leaders within the force.

The force has enhanced the way it monitors and reports on HMICFRS Recommendations and Areas for improvement. The number has reduced from 133 in June 2025 to 84 in January 2026.



The force is currently managing 46 Level 2 Recommendations and Areas for Improvement and 38 Level 3 Recommendations and Areas for improvement. Of these 38, eighteen were issued to the force in PEEL 2023-25 and progress regarding these is reported as follows:

The force needs to improve how it records equality data

The Data Performance Group continues to meet to identify ways to improve recording of equality data. Its key objectives include updating guidance, revising training on Niche, and producing clear communications for frontline staff about data quality, flags, markers, and protected characteristics. The Group is developing a concise one-page guide explaining why, when, and how to record protected characteristics, flags, and wanted persons/subjects, aiming for completion by end of March 2026. The Group are also exploring video tutorials with support from Digital Services Division training department. The Group are cognisant of national developments led by the College of Policing and National Police Chiefs Council.

The force should make sure it can effectively monitor and understand the use of force

The data quality issues previously identified in the use-of-force dataset have now been resolved. The monthly Coercive Powers meeting reviews a comprehensive performance pack to identify patterns and trends, and the force continues to closely monitor the submission of use of force forms.

The force needs to make sure its external scrutiny panels for stop and search and use of force meet often enough and are representative of the local population

The Head of Neighbourhood Pillar has engaged with community leads to inform the development of an External Scrutiny Panel regarding Stop and Search and Use of Force and a draft terms of reference has been completed.

Membership of the panel will be drawn from individuals with direct lived experience of police interactions, particularly those relating to stop and search or the use of force. The panel will strive for diversity and representation from a range of backgrounds, ensuring inclusion of voices from marginalised and minoritised communities.

The panel will focus its scrutiny on the following areas:



- examination of police powers relating to stop and search and use of force, including the legal basis and operational guidance;
- review and discussion of statistical data, including the frequency, outcomes, and demographic breakdowns of police actions; analysis of emerging trends and patterns, with attention to disparities and potential areas of concern;
- evaluation of the transparency and clarity of police reporting, including accessibility of information for the public; identification of opportunities to enhance trust and confidence between police and communities, especially those who are disadvantaged.

The force should make sure its neighbourhood policing model is sustainable to achieve positive long-term solutions to community problems

Abstraction data continues to be reviewed through the Engaged Communities Meeting to understand if there are any officers or sections adversely impacted. This is highlighted to pillar leads or Assistant Chief Constable for Operations where appropriate. The introduction of the Neighbourhood Matters system now enables officers and PCSOs to record abstractions via mobile devices, improving the accuracy of the data.

The force's systems and management processes need to support effective problem-solving

The Problem Oriented Policing (POP) Officer continues to provide guidance and support regarding POP plans to officers and staff. An overview of POP plans is presented to the Engaged Communities meeting for senior management oversight.

The College of Policing's Neighbourhood Policing Programme training is due to be rolled out in force from March 2026. Problem solving is a key module within this training.

In advance of the roll out, the POP Officer is currently delivering training inputs to officers, staff, and partner agencies.

Governance and Assurance will conduct a further internal audit of POP plans in February 2026.



The force needs to attend calls for service within its published attendance times, effectively supervise incidents and update callers if there are delays.

Attendance times continue to be monitored closely by the force via daily management meetings and compliance data is presented in monthly performance packs. Work continues with regards to attendance times for routine and scheduled calls and this, along with effective supervision, is a collective Response pillar approach.

With regards to updating callers if there are delays, a further audit is to be conducted by Governance and Assurance to assess progress in this area.

The force needs to make sure that officers and staff assess and report the risk of harm to children and adults thoroughly and promptly.

With regards to domestic abuse, the force introduced a new risk assessment tool developed by the College of Policing in December 2025. This aims to improve how officers identify and manage risk at domestic abuse incidents. Compliance will be monitored via performance led by the Crime Pillar.

The force is exploring a new digital solution with regards to the submission of public protection notices (PPNs) and is in ongoing discussions with partner agencies.

The following areas for improvement relating to crime investigations:

- **The force should make sure it takes all investigative opportunities by creating plans and improving supervision.**
- **The force should make sure that it allocates investigations to officers and teams that have both the capability and capacity for timely and thorough investigations.**
- **The force must consistently achieve appropriate outcomes for victims.**
- **The force should make sure it uses bail and released under investigation effectively to protect victims and prevent interference with investigations.**

These are being addressed by a Quality of Investigations and Victim Care Change Programme, led by a Detective



Superintendent. The Programme is underpinned by the following six guiding principles, all of which have designated leads:

- Victim Care
- Risk Management
- Investigation Standards
- Suspect Management
- Supervisory Ownership
- Performance and Compliance.

Progress is being monitored via the Investigation Standards Meeting, which reports into Operational Effectiveness Board.

It is highlighted that sergeants and supervisors are being consulted via focus groups to identify barriers and requirements for effective workload reviews, with a focus on quality and victim care. Insights from these groups will inform a revised, forcewide supervisor review template, moving away from a tick-box approach and towards substantive, purposeful engagement. Parallel work is examining the confidence and capability of supervisors, with peer-support and targeted training (including PIP 1 Supervisor Programme) under consideration.

The force is also developing a Quality Service Review (QSR) which will provide a single dip sampling tool for Inspector > Chief Superintendent ranks, focussing on fifty core questions set to better understand investigative quality. The QSR will define clear, consistent expectations for investigative reviews across the force. It will emphasise meaningful engagement and victim care qualitative review, moving away from superficial compliance, promote organisational learning through structured feedback, communication and sound evidence base and support the organisation to identify promising practice and deficiency in practice.

Communication, awareness, training and engagement plans are in development, with implementation set to follow the technical build of the QSR.

The force needs to make sure it complies with national guidance for the Domestic Violence Disclosure Scheme, including meeting disclosure timescales.

The force continues to achieve significant service delivery improvements with regards to the Domestic Violence Disclosure Scheme and currently the backlog has been removed, and all disclosures are within compliance. The force is making further refinements to processes to identify efficiencies and improve



reporting mechanisms. The force is developing a 'surge plan' to embed within the Standard Operating Procedure.

The force should increase its use of preventive orders to safeguard vulnerable people in all appropriate cases.

The Joint Legal Services department is delivering training inputs throughout January 2026 across the functional pillars. The force continues to review and refine processes across departments, supported by benchmarking of other police forces. In addition, engagement with external partners is being undertaken to further strengthen the use of preventive orders and improve associated procedures.

The force needs to make sure that it has enough suitably trained and skilled staff to effectively carry out its safeguarding roles and functions.

Training needs and resources continue to be reviewed via the Vulnerability Training Steering Group, Criminal Investigation Department Resourcing meeting and within Public Protection Unit (PPU), to ensure capacity and capability is considered across all areas. Induction training programmes are in place for staff moving to safeguarding hubs and PPU departments and specific training for all areas of PPU has implemented.

The force needs systems which provide reassurance that it takes appropriate action to safeguard adults and children at risk of harm.

The force is reviewing safeguarding processes used by other police services.

As outlined above, the force is reviewing submission processes for Public Protection Notices (PPNs) in collaboration with local authorities. Training is planned to support improvements in PPN completion, and further work is underway to strengthen supervision prior to the submission of PPNs. The force is also seeking to upskill supervisors in relation to risk grading reviews and quality assurance of submissions.

The force should make sure it understands the factors affecting sickness to improve the well-being of its workforce.



The Sickness Improvement Plan is underway, with several measures implemented to improve attendance management and wellbeing across the organisation.

Updated Police Officer and Police Staff Attendance Management Procedures were published in January 2026. These clarify manager responsibilities, ensure legal compliance, and introduce new processes such as case conferences for long-term sickness. The force is dedicated to supporting our line managers in 2026 through scheduled training sessions, ensuring they have the confidence, competence, and compliance with procedures.

A refreshed Sickness Management Toolkit now supports managers with early intervention, supportive conversations, and clearer return-to-work guidance.

A monthly Silver Sickness group now oversees long-term sickness cases. The People Board meets bi-monthly with Occupational Health involvement for integrated oversight. HR and Occupational Health have reinstated monthly coordination meetings. Pillar-level sickness focused meetings, ensure accountability and case review.

Occupational Health continues to provide rehabilitation-focused services. Direct manager referrals have been reintroduced to speed up medical advice. Regular meetings now review cases on restricted duties or phased returns to help staff return to work sooner.

The force should make sure it is effectively managing demand and has the right resources, processes and plans in place to keep communities safe.

The force has conducted demand modellers to understand when they're refreshed, to identify any gaps and drive these through the Change Programme. The Response demand model is currently being rerun, and the findings will inform a detailed review of the operating model in April 2026.

The force should make sure it effectively communicates organisational change to the workforce.

The Employee Opinion Survey has now concluded, and the results will be reviewed to assess progress. Chief Constable roadshows are also planned, and a meeting has been scheduled



with Corporate Communications and Business Change. This Area for Improvement will be assessed as part of the detailed review of the operating model.

4. CYSWEITHIO | COLLABORATION

The force continues to work closely with HMICFRS regarding follow-up activity and monitoring of progress of AFI's.

5. CAMAU NESAF | NEXT STEPS

PEEL 2023-25 AFI's have been assigned owners at Superintendent/Chief Superintendent level, or police staff equivalent. Progress updates will continue to be captured via monthly meetings between Governance and Assurance department and the owner. To provide oversight, an overview will continue to be presented to the relevant force Board on a monthly basis. Spotlight reports, which focus on specific areas will continue to be presented to Force Improvement Board for scrutiny.

6. YSTYRIAETHAU ARIANNOL | FINANCIAL CONSIDERATIONS

6.1 The PEEL framework emphasises efficiency as a core pillar, meaning forces must demonstrate value for money while maintaining service quality. Service Improvement Board is responsible for all organisational change, development and continuous improvement activities to ensure Gwent Policing services are efficient, that resource is aligned to demand and delivers value for money. The Board also manages the financial tracker. The Board oversees the Vulnerability Project and any possible financial implications.

7. YSTYRIAETHAU PERSONÉL | PERSONNEL CONSIDERATIONS

7.1 Building, supporting and protecting the workforce was graded as *Adequate*, while Leadership and force management was marked as



Requires Improvement. Addressing the Areas for improvement regarding communication of organisational change to the workforce and understanding the factors affecting sickness to improve wellbeing, will lead to improved satisfaction of the workforce.

8. YSTYRIAETHAU CYFREITHIOL | LEGAL CONSIDERATIONS

8.1 Addressing the Areas for improvement regarding coercive powers will provide additional oversight and scrutiny in how the force exercises these powers.

8.2. Addressing the Areas for Improvement regarding vulnerability will ensure the force meets its safeguarding responsibilities. Compliance with national guidance and disclosure timescales Domestic Violence Disclosure Scheme (DVDS) will ensure the force meets statutory duties.

9. YSTYRIAETHAU CYDRADDOLDEB A HAWLIAU DYNOL | EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

9.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.

9.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

10. RISG | RISK

10.1 There are risks arising from failing to address AFIs that can impact on public confidence.

11. BUDD Y CYHOEDD | PUBLIC INTEREST



11.1 In producing this report, has consideration been given to ‘public confidence’? **Yes**

11.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**

11.3 If you consider this report to be exempt from the public domain, please state the reasons: **None**

12. AWDUR YR ADRODDIAD | REPORT AUTHOR

12.1 Kate Eagle, Inspection and Assurance Co-ordinator

13. PRIF SWYDDOG ARWEINIOL | LEAD CHIEF OFFICER

13.1 Nicky Brain, Deputy Chief Constable

14. ATODIADAU | ANNEXES

14.1 None.

15. CYMERADWYAETH Y PRIF SWYDDOG | CHIEF OFFICER APPROVAL

15.1 This report has been presented to the **Scrutiny Executive Board**

Meeting chaired by: **DCC Nicky Brain**

Meeting date: **5 February 2026**

Actions or amendments arising from meeting:

15.2 I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.

15.3 I confirm this report is suitable for the public domain.



A handwritten signature in black ink, appearing to be 'Mickelberg', written in a cursive style.

Llofnod | Signature:

Dyddiad | Date: 10 February 2026

