



# Force Performance 2018/19

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## DATA CONVENTIONS

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

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

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

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

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

## Executive Summary

This performance report sets out force performance against the PCC's Police and Crime Plan for the financial year 2017/18.

### **Crime Prevention**

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

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

### **Supporting Victims**

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

### **Community Cohesion**

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

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

### **Tackling Anti-Social Behaviour**

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

### **Efficient and Effective Service Delivery**

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

# 1. CRIME PREVENTION

## 1.2.1 Number of Recorded Crimes by type

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

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

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

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

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

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

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

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

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

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

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

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

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

## Public Order

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

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

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

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

## Violence With/Without Injury

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

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

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

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

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



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

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

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

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

## Knife Crime

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

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

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

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

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

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

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

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

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

## **Domestic Abuse**

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

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

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

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

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

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

## Rape and Sexual Offences

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

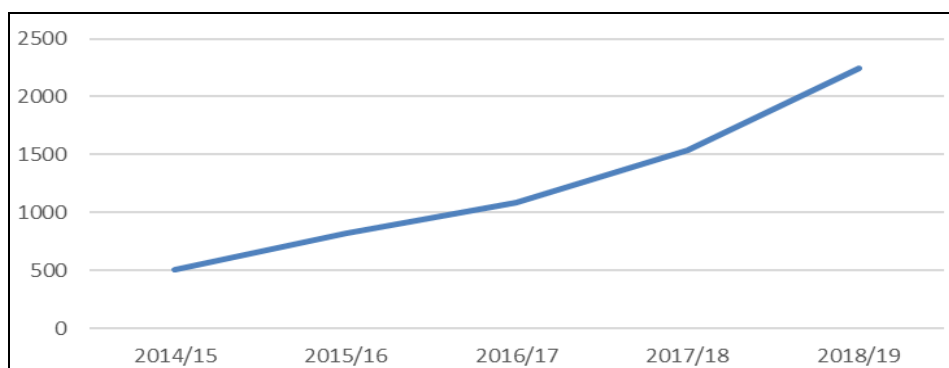
An increased willingness of victims to come forward and report these crimes to the police is also thought to have contributed to the increase. High-profile coverage of sexual offences and social media campaigns, such as Operation Yewtree and #metoo, has led to increased public awareness of these types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

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

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

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

**CYBER CRIME** - Computer enabled crime in Gwent identified via MO key wording by financial year



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

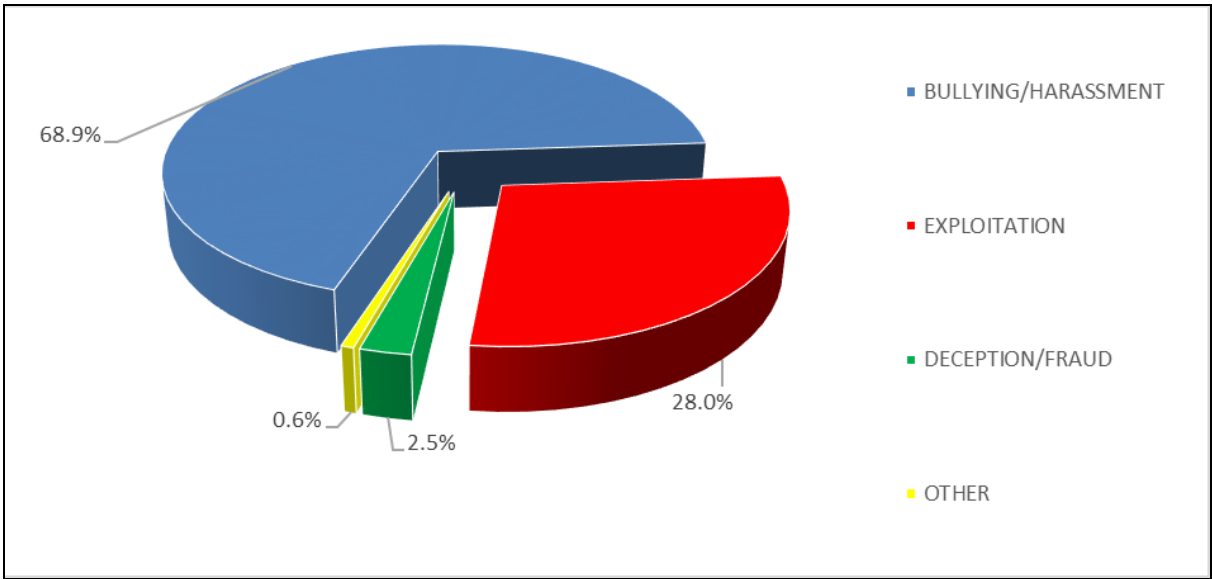
| Gwent                  | 2017/18 | 2018/19 | Change | % Change |
|------------------------|---------|---------|--------|----------|
| Computer Enabled crime | 1538    | 2243    | 705    | 45.8%    |

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

**Computer Enabled Crime by Identifier Theme**

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

**Computer Enabled Crime by theme – 2018/19**



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

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

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

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

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

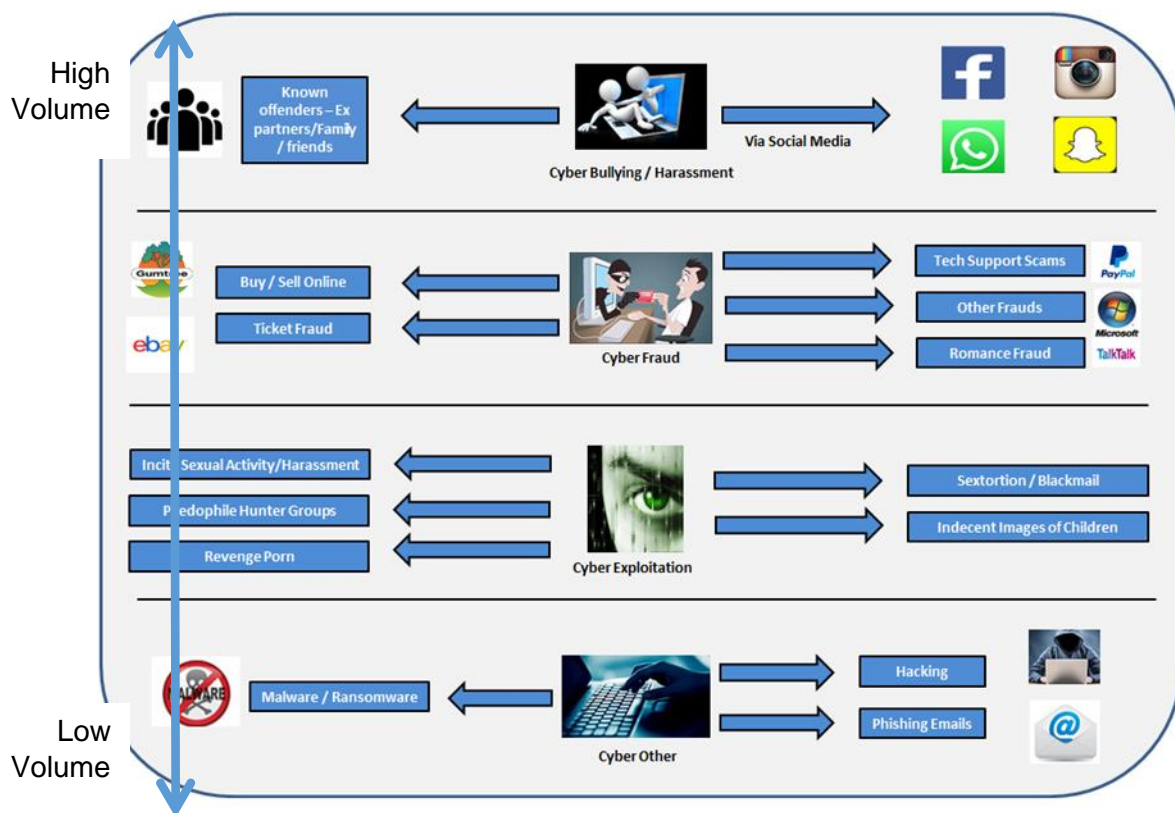
Computer enabled Bullying / Harassment offences have mainly involved known offenders in 74% of all offences (1143 offences). Where known, domestic related offences have accounted for nearly a third of offences of this type (39.5%, 451 offences). Stranger related offences accounted for 9.8% of all offences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

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

The substantial and rapid increase in crimes such as cyber-crime, fraud, sexual exploitation and communication offences where harassment is involved ('revenge porn') will cause challenges for the force going forward. Offences of computer enabled crime are investigated by various departments within the force with no dedicated unit dealing with all offences. We need regular training and refresher training to ensure the maintaining and improvement of front line officer's knowledge, awareness and capability to respond effectively to offences. Limited time and resource to ensure continuance professional development for all staff is challenging. Structured and reasoned training plans are in place to assist and clear and consistent prioritisation of trainer capacity is provided.

There is a need to ensure that Gwent Police as an organisation is up-to-date with security systems guarding against online attacks. As technology changes and software changes there is a need for regular refreshing of security software (including latest patches/updates) to ensure we are guarded against network intrusions going forward. Technology available to officers needs to be regularly reviewed, updated and training provided to ensure effective investigations.

## Gwent computer enabled crime infographic



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

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

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

### 1.2.2 YOUTH OFFENDING RATES

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

#### Youth Offending/Arrest Data

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

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

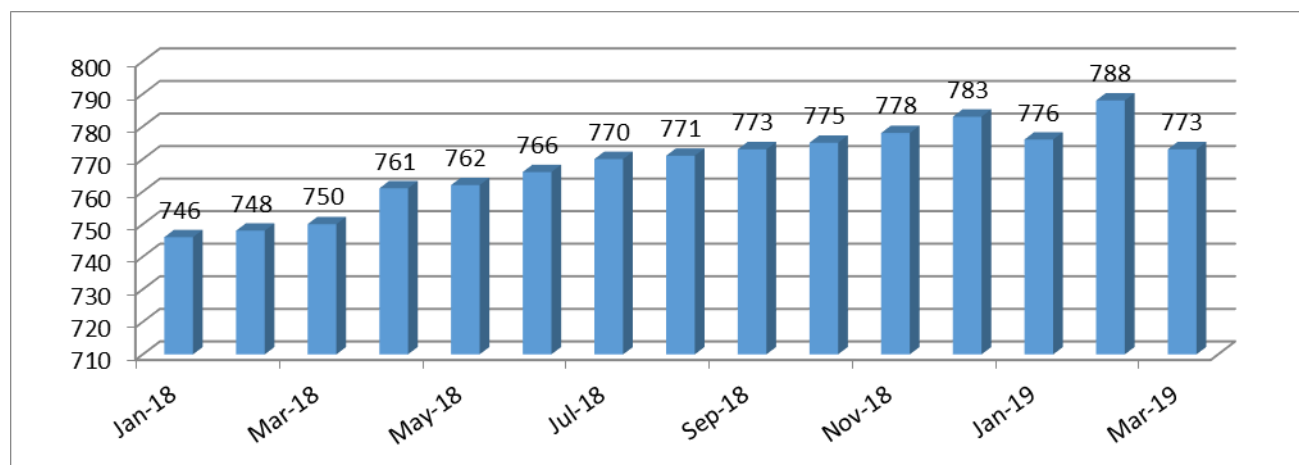
However, of greater concern is the data also suggests larger numbers of youths are now becoming increasingly involved in other more serious crime areas such as drugs, robbery and violent crime, with 13% more crimes in these areas being attributed to under 18s (n=214). This is a trend that will require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

### 1.4.3. Internal measure of file quality.

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

### 1.4.4. ARMS Completion/1.4.5. MAPPA/1.5.2 SHPO

#### Number of RSO MAPPA Offenders

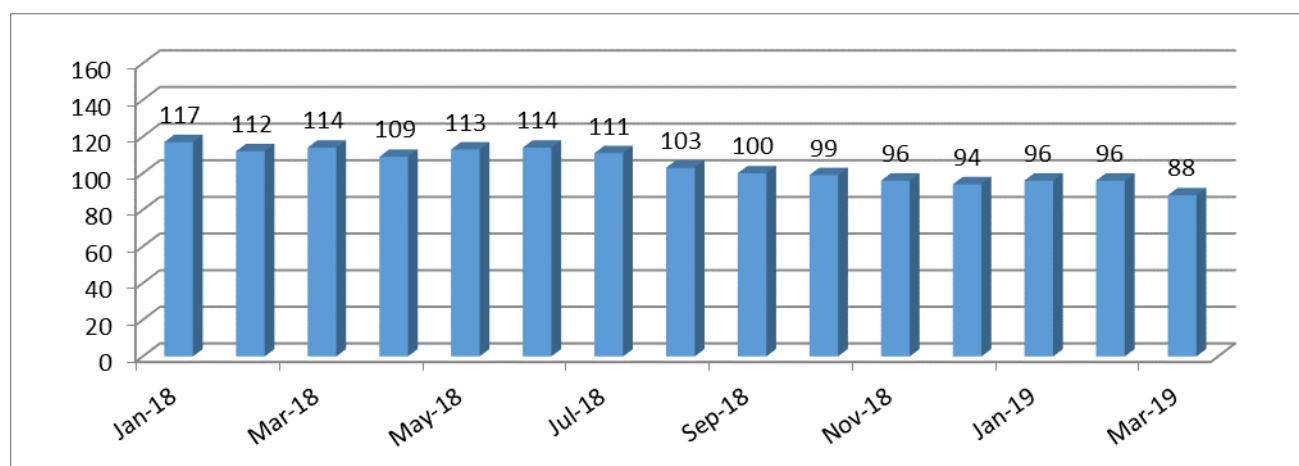


The number of MAPPA offenders managed by the Management of Sexual and Violent Offenders (MOSOVO) department has risen across 2018/19 to 773. The rate of increase has begun to slow after rapid rises through 2017/18. The rise in recorded crime for sexual offending is a driver behind these increases and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

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

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

#### High Risk MAPPA Offenders



The force has continued to invest in resources to ensure the appropriate level of supervision of offenders in this high risk area of business. This investment and expert supervisory oversight has resulted in a significant rise in the completion of Active Risk Management (ARMS) plans. The completion rate for ARMS is now at an all-time high figure of 94% having been under 50% at beginning of the year.



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

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

#### 1.4.6. WISDOM

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

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

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

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

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

#### Benchmarking across Wales

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

### 1.5.1 Community Resolutions

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

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

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

### 1.5.3. Outcomes per crime type

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

## 2. Supporting Victims

### 2.2.1. Victim Satisfaction

#### Victim Satisfaction Survey 2018-2019

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

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

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

Other key findings from the survey are summarised below.

#### Ease of contact

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

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

#### Time of arrival at scene

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

#### Treatment

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

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

### **Actions taken**

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

### **Kept Informed**

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

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

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

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

### **View of service taken as a whole**

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

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

### **2.2.2 Outcome rates**

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

### 2.3.1 Repeat victims of Crime/ASB

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

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

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

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

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

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

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

### 2.3.2 Arrest and VA rates

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

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

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

### 2.5.1 Number of MARAC referrals/Missing children and repeats

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

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

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

### Missing Children

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

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

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

### 2.5.2 Number of DVPO's

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

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

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



### 3. Community Cohesion

#### 3.2.2 Numbers engaged and consulted with.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Community Safety Hubs and Enhanced Partnership Tasking Arrangements**

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

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

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

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

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

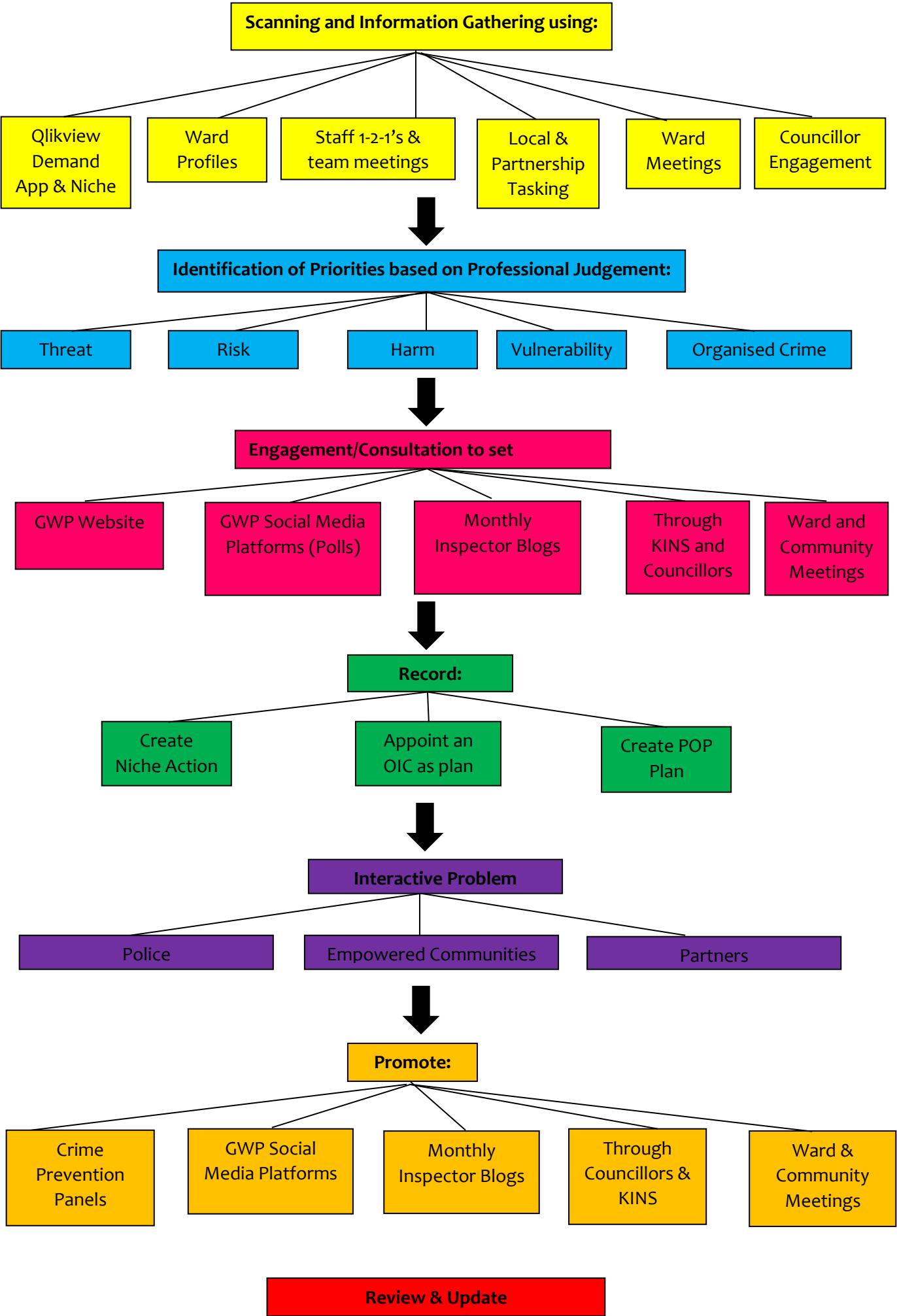
Common themes centre around repeat victims, prolific offenders, repeat callers, hot-spot areas for crime and ASB, community identified priorities in addition to other vulnerabilities identified by SWFRS, RSLs and other relevant partner agencies.

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

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

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

Community Engagement and Priority Setting Flowchart



## **Citizens in Policing**

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

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

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

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

### **3.3.1. Feedback from IAG**

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

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

### **3.4.1 BAME and disadvantaged communities and workforce representation.**

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

Gwent has a visible BAME population of 3.9%.

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

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

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

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

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

### **Sexual Orientation**

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

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

### **Disability**

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

### **Key Actions Taken**

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

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

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

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

## GENDER PAY GAP REPORTING 2018

### PAY QUANTILES

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

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

### POLICE OFFICER FIGURES ONLY

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

### POLICE STAFF FIGURES ONLY

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

**SUMMARY**

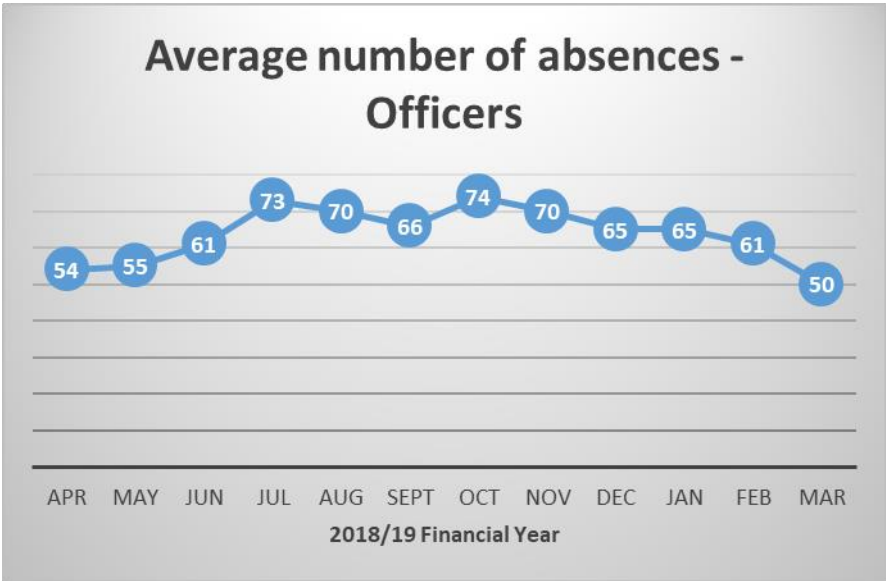
- Female representation in the top, upper middle and lower middle pay quartiles of all police personnel has increased
- Female representation in the top, upper middle and lower pay quartiles of police officers has increased
- Female representation in the top and upper middle pay quartiles of police staff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

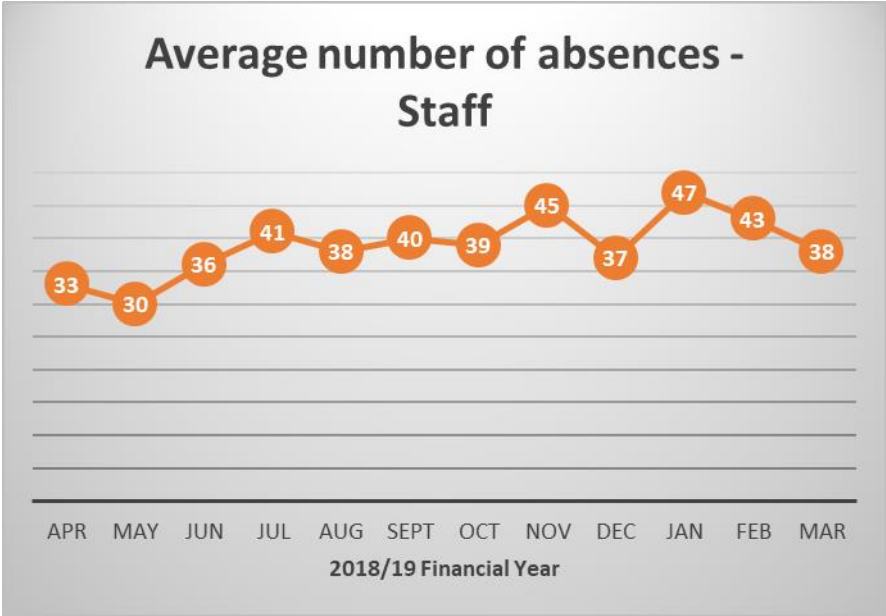
All female constables and sergeants to participate in a survey on removing any barriers to promotion and are currently evaluating the results.

The female support network (Gwent Women in Policing) continue to encourage officers and staff to challenge our processes, alongside staff association colleagues, to ensure that our processes are fair and inclusive.

The force has worked with external consultants to examine the internal promotion processes to ensure that they are fair and transparent.

**1.4.2/3 Absence Rates and Occupational Health referrals**



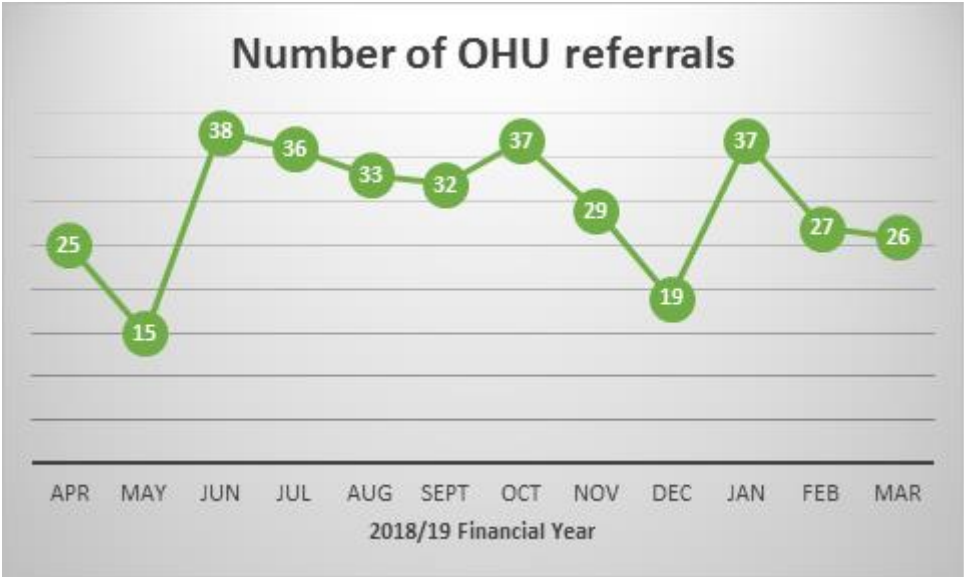


Absence figures were on an upward trend through the first half of 18/19 before improving towards the end of the year. It is clear that this downward trend has continued into the first quarter of 19/20 (not yet reported). There has been a clear focus on upskilling supervisors in managing absence and signposting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

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

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

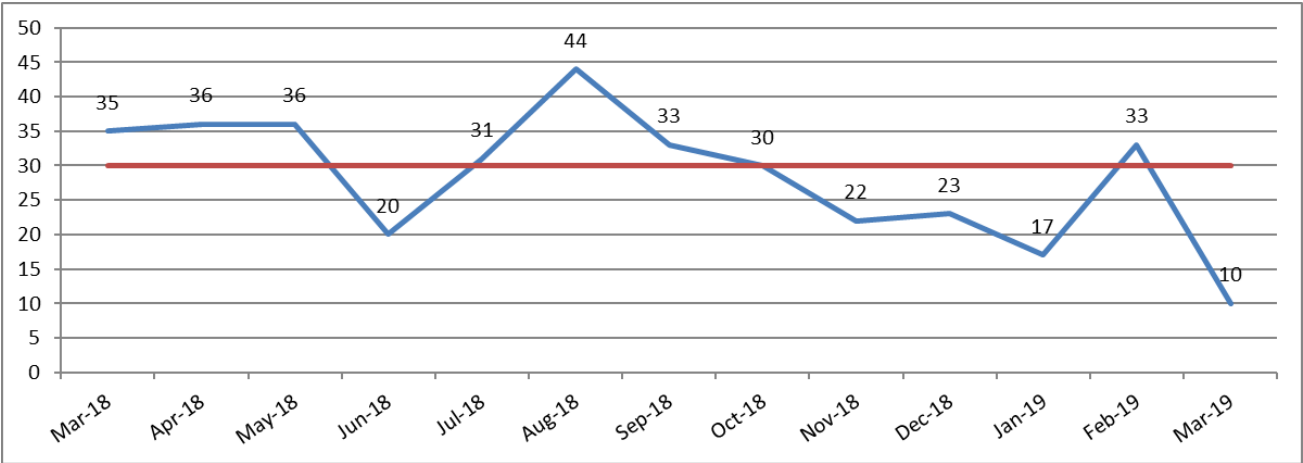
Senior officer continue to provide excellent support to Police Sport within Gwent. Participation levels across a range of sports are at their highest level for a number of years.



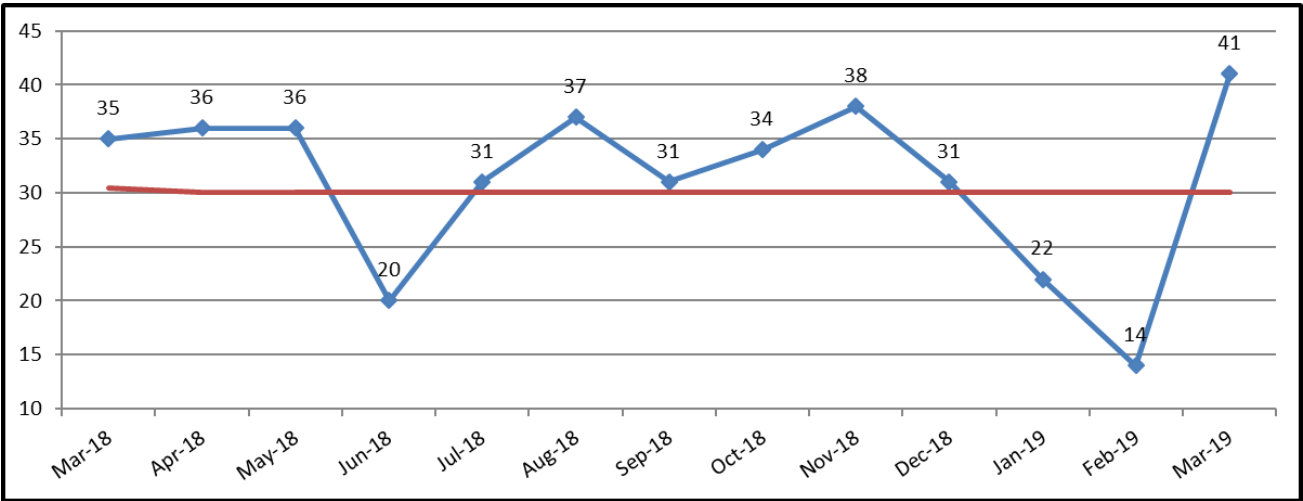


Referrals into the Occupational Health Unit are now an embedded part of the recent Attendance management training. There has been a steady upward trend throughout the year with a significant drop in referrals in December 2018.

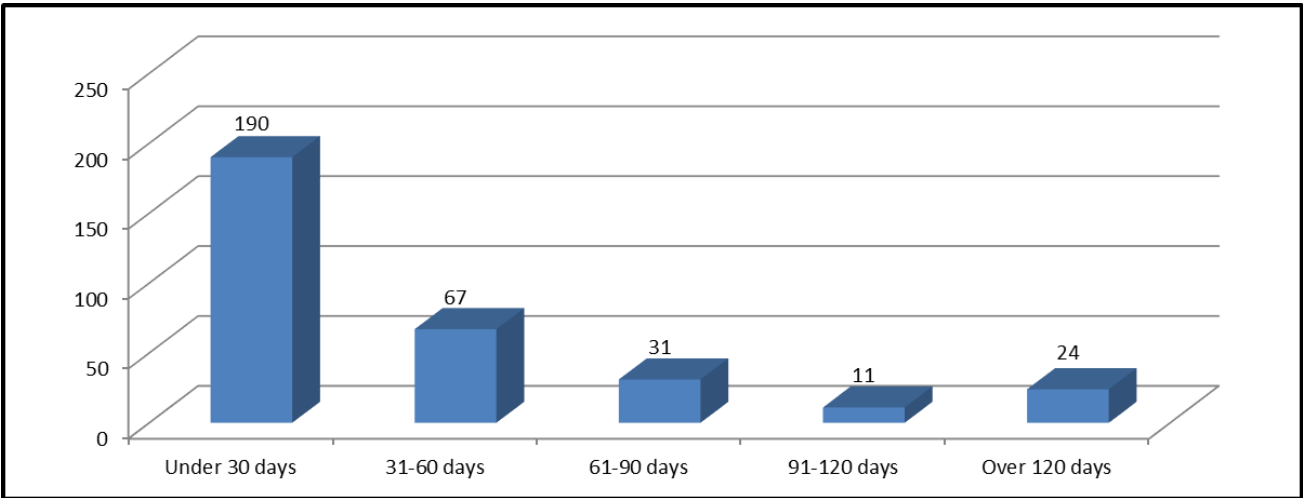
3.4.4 Number of complaints



Investigations completed



Length of Investigations completed.



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

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

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

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

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

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

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

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

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

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

## 4. Tackling Anti-Social Behaviour

### 4.1.1. Incidences of ASB

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

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

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

### 4.2.2. Repeat Incidences of ASB

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

### 4.1.2 Appropriate crime recording practices

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

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

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

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

#### **4.3.1 Local Action Plans for ASB**

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

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

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

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

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

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

Positive outcomes or performance indicators can be quantitative or qualitative.

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

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

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

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

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

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

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

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

#### 4.5.1 ASB Victim Satisfaction Surveys Percentages.

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

#### 4.7.1 Breakdown in calls for 101 and 999

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

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

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

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

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

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

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

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

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

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

#### **4.7.4 Evidence of a linked Communication Strategy**

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

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

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

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

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

#### **4.7.5 Evidence of co-operative Partnership Approach**

##### **Safer Gwent**

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

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

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

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

### **Tri Service Demand and Intelligence Hub**

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

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

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

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

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

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

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



## 5 Efficient and Effective Service Delivery

### 5.3.1. HMICFRS Feedback

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

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

#### Hate Crime

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

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

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

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

#### Crime Data Integrity (CDI)

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

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

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

#### Child Protection

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

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

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

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

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

### **Counter Terrorism Prevent Inspection**

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

### **Joint Inspection of Domestic Abuse Evidence led prosecutions**

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

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

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

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

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

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

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

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

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

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

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

#### **5.4 Evidence of Best Practice and Continuous Improvement being used.**

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

Policing Vision 2025 – 30%

Collaboration (All Wales) – 20%

Operational and Business Efficiency – 25%

Organisational Risk – 25%

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

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

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

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

#### **5.4.1 Reports on Service Improvement, efficiencies and impact**

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

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

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

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

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

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

#### **5.5.2 Projects delivered on time, budget impact and benefits**

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

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

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

### 5.5.3 Risk Register

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

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

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

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

|          |    |
|----------|----|
| Critical | 0  |
| High     | 9  |
| Medium   | 13 |
| Low      | 5  |

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

|          |   |
|----------|---|
| Critical | 0 |
| High     | 9 |
| Medium   | 7 |
| Low      | 3 |

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

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

|          |   |
|----------|---|
| Critical | 0 |
| High     | 0 |
| Medium   | 4 |
| Low      | 5 |

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

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

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

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

### **5.7.1 Monitoring of FFF Project**

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

- Percentage of digital witness statements submitted using iPatrol
- Timeliness of statement submission
- Number of scanned statements
- Number of statements typed for court
- Percentage of PPNs submitted using iPatrol
- Timeliness of PPN creation
- Response times
- Lifespan of occurrences
- Police vehicle mileage
- Travel expense claims
- Overtime claims
- Sickness
- Airwave usage

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FFF is also a significant investment in the wellbeing of our staff and is a means of supporting employees in achieving a healthy work life balance. The project further evidences the trust that both forces have in their staff by enabling them to embrace agile and flexible working, at home and other venues away from the traditional office setting. It is anticipated that it will enable staff to save money and time on their daily commute to work and be able to achieve a better balance of their duties with a busy home life. It is hoped that this will in turn increase morale and sickness as the project progresses. The increase in agile working will in time also enable both forces to reduce their desktops and estate. Again, we continue to work on ways in which to quantify the benefits of this.

## **5.9 Achieving a balanced budget and providing value for money**

The Commissioner approved the force's revenue budget requirement of £123.522m for the 2018-19 financial year on the 23<sup>rd</sup> March 2018. After the Home Office Grant of £40.904m, Revenue Support Grant of £20.748m, and National Non-Domestic Rates of £9.835m, the amount to be collected from Council Tax was £52.035m. We are forecasting a balanced financial out-turn against that revenue budget requirement for 2018/19 after delivering against an in year savings target of £0.184m.

The 2019-20 Medium Term Financial Projections (MTFP) covers the five-year period from 2019-20 to 2023-24. The MTFP has identified the budget required and the funding available following the approval of a 6.99% increase in local Council Tax. Assuming we deliver a further £0.791m of savings in 2019-20, and there is no significant change to the current demand on policing services in Gwent, the MTFP presents a balanced budget for the 2019-20 financial year.

In 2018-19, each Police and Crime Commissioner received the same amount of Central Government Grant Funding as they did in 2017-18 (flat cash), as well as allowing additional funding from council tax increases. This 'protection' of Central Government Grant Support was repeated for the 2019-20 financial year. Despite this, the 2019-20 settlement still means reduced spending ability for commissioners and forces through a combination of 'real terms' grants cuts, reallocations across other Home Office functions, pay inflation, contract price inflation, and significantly increased contributions from employers to the police pension scheme. The 2019-20 final settlement is the last before the next 2019 spending review. This will set long term police budgets and look at how resources are allocated across police forces.

### **Future Demand**

At a national level, the largest financial risks facing the force are:

- the funding of increased contributions to National Police Pension scheme. The estimated increase in Police Officer employer pension contributions for the Force is £3.255m which, after expected Central Government Grant Funding, still results in a shortfall in 2019-20 of £0.429m. This shortfall will be met from the Commissioner's Reserves (not from Council Tax Precept);



- the outcome of the 2019 Comprehensive Spending Review (CSR) in Summer 2019. It is anticipated that the need for significant financial efficiencies and budget reductions from previous CSRs will continue; and,
- the Home Office's review of the Police Funding Formula, due to restart in Autumn 2019 as part of CSR 2019 and continue throughout 2020/21. Any impact is assumed to occur from the 2021/22 financial year onwards.

At a local level, over the period of the MTFP, there are uncertainties around the policing requirements from the M4 Relief Road decision and their funding; the impact of the International Convention Centre for Wales at the Celtic Manor Resort; and the Police Education Qualifications Framework. After reflecting the 2019-20 final settlement, the estimated impact of CSR 2019, Brexit, the Police Funding Formula review, and further funding pressures, the recurring (net) funding deficit for 2023-24 is forecast to be £4.181m.

#### **5.10.2 Evidence of future planning to meet predicted demand; including working with other services.**

The review of the Local Policing CID and Public Protection Units (PPU) was presented to the Service Improvement Board in November 2018. The business case was supported to provide additional resources into this business area to enhance the forces capability to investigate serious and complex crimes as well as investigating crimes against the most vulnerable in society.

The implementation of the new model is currently being considered and will result in an increased focus on Public Protection Crimes including Domestic Abuse, Child Protection, Vulnerable Adult Abuse, Modern Day Slavery and other vulnerability crimes.

This increase of resourcing in this vital area of policing will provide much greater resilience to deploy resources with three shifts working every day from early morning to late evening. Access to victims and witnesses for enquiries such as video interviews will be enhanced by this approach with detectives working when they are out of school and work.

A dedicated safeguarding team will provide safeguarding for domestic violence and Child Sexual Exploitation to support the investigations in local areas.