



People Services Outturn Report 2024 -2025

***ADRODDIADAU'R
BWRDD ATEBOLRWYDD
A SICRWYDD***

**ACCOUNTABILITY AND
ASSURANCE BOARD**

24 October 2025



1. DIBEN AC ARGYMHELLIAD | PURPOSE AND RECOMMENDATION

- 1.1. The People Services Out-turn Report is submitted to the Office of the Police and Crime Commissioner for monitoring.
- 1.2. There are no recommendations made requiring a decision.
- 1.3. This report outlines the work that has been delivered by People Services, against the Chief Constables Delivery Plan, during 2024/25.

2. CYFLWYNIAD A CHEFNDIR | INTRODUCTION & BACKGROUND

- 2.1. Several functions are included within People Services. These are Human Resources (HR) Operations, Recruitment and Engagement (including Positive Action), Health and Safety, Welsh Language, and Occupational Health and Wellbeing.
- 2.2. HR operations guide workforce management and oversee absence, performance, grievances, feedback, and organisational changes. HR Business Partners identify talent and plan for succession to ensure effective service delivery. The HR Officer and Assistant Officer team members provide first point of contact to all officers and staff on HR matters. The team works with Resource Management to maintain accurate audits and take a proactive approach to Workforce Planning.
- 2.3. The Recruitment and Engagement team coordinates recruitment for all police roles, manages promotion processes, and oversees workforce planning. The manager also leads a three-member Positive Action Team dedicated to improving workforce representation.
- 2.4. The Health and Safety team support Gwent Police regarding legal compliance on all duties related to H&S within the force. They inform the Force of legal obligations and assist staff with understanding and fulfilling their responsibilities. The team conducts health and safety audits/inspections/spot checks /training/inductions, and any other duties required. All RIDDOR incidents are reported to the Health and Safety Executive.
- 2.5. The Welsh Language portfolio, in partnership with South Wales Police, offers Welsh language advice to officers and staff, supports policy development, and encourages the language's use across both organisations.
- 2.6. Occupational Health and Wellbeing provide proactive and preventative support to promote physical and mental health, aiming to enhance overall employee wellbeing. By fostering better health, these initiatives help create a healthier, more productive, and motivated workforce.

3. MATERION I'W HYSTYRIED | ISSUES FOR CONSIDERATION

During 2024 a review of the HR functions was conducted. Strategic drivers for the review were:



- Addressing internal and external factors: Responding to changes in employee expectations, technological advancements (AI and automation), and external developments.
- Aligning HR model: Creating a HR structure that aligns technical and specialist HR areas to key employee lifecycle journeys, removing functional silos.
- Supporting organisational strategy and priorities: Optimising the HR operating model to help achieve organisational goals effectively.
- Increasing HR delivery efficiency: Streamlining processes, efficient resource allocation, and timely outcomes to save costs and enhance strategic influence.

All HR processes, systems and structures were reviewed with demand analysis undertaken to support the development of a structure that supports current and future capability. This review was agreed in January 2025, with an implementation date of 1st April 2025.

ADNODDAU DYNOL / HUMAN RESOURCES

Throughout the year, the department experienced elevated demand for queries and support related to attendance, performance management, and employee wellbeing. The emphasis on attendance management and improving sickness rates necessitated additional HR resources to aid line managers in adhering to attendance standards and managing staff effectively. This initiative contributed to a more robust approach towards maintaining workforce health and productivity.

The team supported 107 long term sickness cases during the year. Sickness cases supported:

Officer	LTS	ASM	Stage 1	Stage 2
Crime	43	21	0	0
Central Functions	20	32	2	0
Neighbourhood	14	15	0	0
Response	5	12	0	0
Total	82	82	2	0

Staff	LTS	ASM	Stage 1	Stage 2
Crime	5	11	1	0
Central Functions	12	19	2	0
Neighbourhood	8	28	0	0
Response	0	0	0	0
Total	25	58	3	0

Support to fairness at work grievances and exit interviews were conducted to support the identification of learning and trends. These insights are crucial for recognising patterns and addressing underlying issues within the organisation.



- 16 Fairness at Work were supported
- 152 Exit interviews were conducted

Key learnings include the importance of conducting regular 1:1s to identify issues early and the benefit of involving HR and Unison in difficult staffing conversations. Reflective practice and mediation were recommended in cases of bullying and harassment to improve communication and management.

Among 152 exit interviews, main reasons for leaving were normal retirement and various resignations, due to personal circumstances or pay. Most would recommend or rejoin the force, reflecting positive sentiment overall. Wellbeing support and management attitude received moderate ratings, highlighting areas for improvement in retention and satisfaction.

Performance management has been a key area of support to line managers in improving this area through support and training.

During 2024, HR teams have been actively engaged within significant organisational change programmes. This necessitated support and advice with regards to job evaluation, redeployment, consultation and communication with those affected. The demand requirements included:

- 23 – job evaluations supporting business change and evaluation requests
- 19 – staff redeployment support cases with a total of 338 roles offered
- 27 – business change case support functions.

A focus was given to the accuracy of establishment to better inform decisions around deployability and resource prioritisation. At the beginning of 2024 this was graded as medium on the risk and issues register but following a comprehensive review and addressing underlying issues this issue has now been removed from the risk register. This work included:

- Data Inaccuracies: Regular bi-weekly review meetings have reduced inaccuracies down to “minimal levels,” typically under 20 per fortnightly report.
- System Fixes and Process Improvements: System-related discrepancies are now largely resolved, with remaining issues tied to system updates rather than personnel errors.
- Cross-Department Collaboration: The team worked closely with Resourcing, RMU, and Establishment teams to ensure alignment and accountability.
- A total of 2832 proformas for HR changes were submitted

The team have supported the review of flexible working arrangements within the organisation. The primary aim of these reviews was to support the wider workforce's wellbeing and to enhance workforce representation while ensuring that our operational needs continue to be met. By providing more adaptable working conditions, we aim to attract and retain a broader range of talent, ensuring that our workforce reflects the diverse communities we serve. This approach not only supports our goal of workforce representation but also enhances our ability to deliver a more responsive and relatable service to the public.

- 100 Flexible working arrangements reviewed
- 120 New flexible working arrangement commenced

Ongoing effective support and management of restricted duties, including the impact of the revised officer safety training (PPST), will continue to be a focus, ensuring we are



maximising the skills of all officers and staff and supporting early return to work. PPST is further referenced in the L&D section below.

Efforts to effectively manage restricted duties have been aligned with ongoing learning and development initiatives linked to the introduction of PPST. This includes the meticulous review of arrangements, bi-weekly meetings to minimise data inaccuracies, allocation of all posts being operational/non-operational, system and process improvements, and cross-department collaboration.

A monthly PPST Meeting with the ACC Operations has been established to ensure compliance with College of Policing PPST requirements, optimise the operational deployability of individuals within the force, and support those who are unable to carry out their full duties. Additionally, it seeks to ensure compliance with the Equality Act 2010, considering equality and inclusion throughout the process, including reasonable adjustments for disabled colleagues and those with other needs of support.

Ensuring compliance with Welsh language requirements for every role was undertaken.

- 238 posts were advertised, all requiring Welsh Language Skills (232 at Level 2 or above, 6 at Level 4 or above).

This initiative will support the recruitment of Welsh-speaking staff, increasing the number of bilingual employees who can offer services in both Welsh and English. Additionally, future demands include national recruitment processes for police officers and meeting the linguistic requirements for force training.

RECRIWTIO A CHYFRANOGIAD / RECRUITMENT AND ENGAGEMENT

During 2024 the force ran three police officer campaigns and recruited 107 new police officers plus 10 transferees. The force met its PUP and Over Recruitment Scheme officer establishment numbers for 2024/25. A summary of recruitment and promotion outcomes is as follows:

- A total of 110 new police officers were recruited to the Police Constable Degree Route, Degree Holder Entry Route, and Direct Entry Detective route. Recruitment targets were achieved through four recruitment campaigns, as well as various engagements, events, and candidate management activities
- 11 transferees started with Gwent Police bringing in more experienced officers
- 16 PCSO's were recruited following 1 recruitment campaign
- 20 special constables were recruited across two cohorts, with the inclusion of a new summer school initiative designed to attract students to the Special Constabulary during their summer break
- 121 Police Staff new starters
- 123 Staff roles were advertised.
- 134 Internal officers moved to new roles
- 103 Internal officer roles were advertised
- 5 Promotion processes were run (1 Inspectors, 2 Chief Inspectors and 2 Supt)

Effective recruitment routes have resulted in successfully increasing the number of investigators and detective constables, particularly in high-risk areas such as the public protection unit and the rape investigation team. The investment in the recruitment for



Detective roles has resulted in filling all vacancies and working towards achieving full operational capability in 25/26. Recruitment events and activities have included:

- Two careers in policing events in Gwent Police Headquarters
- Highly successful 'Women in Policing' event in Gwent Police Headquarters with almost 100 people attending.
- Continued Employers pledge with College Gwent.
- Continued engagement with University of South Wales, Cardiff Metropolitan University and College Gwent.
- On going partnerships with diverse communities.

The online recruitment system (OLEEO) continues to support all recruitment processes, bringing about improved efficiencies and a streamlined experience. As an all-Wales solution, its development has been fundamental in enhancing user experience for both candidates and line managers. During 2024, the embedding of the national sift has ensured compliance with the College of Policing. Further work has included the pre-populated shortlisting and the option to use CVs, thereby improving the overall recruitment experience. The national sift was integrated into the E-recruitment system across Wales which involved considerable liaison with the college of policing and testing.

Following feedback on the promotion process, including conducting a survey on the fairness and transparency, to better support neurodivergent individuals and women experiencing menopause, a process has been introduced to provide interview questions 10 minutes prior to the interview. This initiative has been warmly welcomed in assisting to create an inclusive environment reflecting our commitment to accommodating diverse needs and promoting equality in the workplace.

The ongoing pool process for temporary promotions has been working well, and two questionnaires have been conducted for female officers and those from ethnic heritage to identify any barriers to promotion and development.

Recruiting Special Police constables has been challenging and is a national, not just Gwent Police issue. Innovative work took place to implement a summer school pilot with 9 students, attracting those studying policing-related subjects eager for practical experience. This innovative approach to recruiting and training special constables proved effective. Training special constables in paid employment is challenging due to the long PPST and First Aid courses. Candidates need to take significant time off work to attend these weekday sessions.

CAMAU CADARNHAOL / POSITIVE ACTION

Gwent Police's Positive Action Delivery Plan aims to build a workforce that reflects the communities it serves by aligning recruitment, development, and culture with the Strategic Equality Plan 2024-2028. The plan is driven by the Chief Constables Delivery Plan, Strategic Equality Plan, Race Action Plan and Culture Strategy.

The Positive action delivery plan 24-25 is fully aligned with the national Police Race Action Plan through its commitment to anti-racism, inclusive leadership, and equitable workforce representation. The long-term objective is a balanced workforce across all ranks and protected characteristics, supported by an inclusive culture where everyone is valued and treated fairly.

Key priorities included:



- Engaging staff at every level to support and deliver positive action initiatives.
- Developing leaders as role models and allies, promoting accountability, and advancing inclusive leadership.
- Striving for an anti-racist, anti-misogynist organisation with zero tolerance for discrimination.
- Focusing on workforce wellbeing and ongoing learning regarding issues affecting minoritised communities.
- Addressing gaps in ethnicity, gender and support for applicants / employees with disabilities and neurodiverse conditions.

The Plan is structured around three themes: Attraction and Recruitment: Retention and Progression and Outreach and Engagement.

Attraction and Recruitment. Our activities during 24/25 to support this have included:

- Collaboration with local policing areas and neighbourhood policing on workforce representation and signposting to underrepresented communities
- Partnership with Equality, Diversity & Inclusion on attending community events such as Windrush,
- A rolling programme of events such as Careers in Policing and Women in Policing Event where nearly 100 people attended
- On going positive action support through discovery, awareness sessions, fitness tests, upskill sessions to prepare candidates, mock interviews and mock bleep tests
- Roll out of Talent Bank in April 2024 with briefing sessions to local policing areas
- Ride along scheme relaunched - training being provided by Positive action for Recruitment/Ride along ambassadors
- Positive action input on leadership course, inductions and inputs to the neighbourhood teams for the organisation to better understand positive action

Retention and Progression. Our activities during 24/25 to support this have included:

- Developing inclusive leadership by tasking leaders to act as role models and allies.
- Advocate and allyship from the position action team and championing the needs of underrepresented groups
- Supporting career progression for underrepresented groups through signposting mentoring and coaching opportunities
- On going peer support for existing officer and staff through positive action check ins
- Enhanced feedback loops from surveys, exit interviews, and promotion questionnaires to inform continuous improvement
- The positive action team have worked with L and D on support with probationary officers on equality and diversity issues
- Positive action team have provided inputs to tutors on EDI issues.

Outreach & Engagement Actions targeting candidate support, upskilling, community engagement, and partnerships. Our activities during 24/25 to support this have included:

- Presenting progress at Independent Advisory Group meetings and identifying members to help address barriers to service participation.
- Engagement with universities, colleges and schools throughout the year. Delivering sessions on careers in policing throughout the year.
- Engagement with and diverse community groups. e.g. YMCO - Women Asian Group (Bangladeshi), Age Alive Group.



- Attended festivals, places of worship, diverse community groups and hosting events (e.g Yemini Festival, Bangladeshi Women's Award, Mela).
- Employment pledge with Coleg Gwent support by Coleg Gwent Public Services learnings – Careers in Policing.
- Partnered with organisations like department for Work and Pensions, Careers Wales and disability support services.
- Reaccreditation of the Disability Leaders Award.
- Partnership with Criminal justice group to share best practice and shared learning

This alignment ensures that our efforts to enhance representation are grounded in principles of fairness, inclusivity, and respect for diversity. 6.5 This work has supported the percentage of female police officers increased from 37.32% on 1st April 2024 to 38.33% on 31st March 2025. Additionally, the percentage of ethnic heritage police officers increased from 3.69% to 3.77% as of 31st March 2025.

CADW / RETENTION

Further focus has been given to retention. In 2024/25, 10 stay interviews were conducted, resulting in 5 officers and staff members remaining in employment with Gwent Police. These interviews have been effective in identifying and addressing issues before they lead to resignation, thereby fostering a supportive work environment, enhancing employee satisfaction, and improving retention rates. From a student officer's perspective, the main issue identified were students feeling overwhelmed with their workload. This led to providing them support, directing them to support services, and informing supervisors about their struggles.

Our cumulative attrition rate for leavers in 2024/254 was 4.74% including retirements and 3.12% excluding retirements, this is an improvement of 0.36% on those voluntary leaving as police officers. Our strategic intention is to reduce attrition further into 25/26. We have decreased attrition from officers with less than 3 years' service by 13 officers for 2024.

Focus groups with student officers have been held, a Navigator network established for new starters and have reviewed onboarding materials to address their concerns and needs, enhancing their work environment and support systems.

The Gender Pay Gap and Ethnicity Pay Gap report were published which highlights the disparities in income between different genders and ethnic groups within our organisation. It serves as a critical tool for identifying areas of inequality and implementing strategies to ensure a fair and inclusive workplace for all employees.

CYNNLLUNIO A RHEOLI'R GWEITHLU / WORKFORCE PLANNING AND RESOURCES

The strategic workforce planning strategy was agreed, designed to align the workforce with the operational and future needs of the community, ensuring excellence in service delivery. The force has conducted a self-assessment using the Strategic Workforce Planning Matrix and delivery of this work is supported through the Strategic Workforce Planning Board. The strategy focuses on leadership engagement, resourcing and sustainability, performance improvement, and governance. Demand for effective skills data to support this work is high and is an area of challenge due to systems limitations, resulting in significant manual work being required.



The Joint Data Analytics Project is a key initiative aimed at enhancing our analytical capabilities. The team has been working with the project team to ensure that the data analytics tools meet the evolving needs of workforce planning. By integrating advanced data analysis, we aim to provide more accurate and actionable insights, supporting strategic decision-making and resource allocation. This will ensure that workforce skills are aligned to roles, and this contributes to staff feeling valued for the work they undertake. This is currently identified as an issue and is currently on the issues/Risk Register, with an action plan in place.

As a result of our efforts last year, our current analytical capabilities now allow us to better understand our deployment, vacancy forecasting, and attrition rates. This enhanced understanding is crucial for optimising resource allocation and recruitment campaigns.

AROLWG BARN CYFLOGEION / EMPLOYEE OPINION SURVEY

The employee opinion survey, conducted in November 2024, sought to measure trust and confidence among officers, staff, and volunteers. This was the second in-house survey that the force has run. Engagement increased by 1.1% compared to 2023, with 41.3% of the workforce participating.

The employee opinion survey was conducted in November 2024. It sought to measure trust and confidence and revealed that employees felt more engaged and satisfied with their work environment. This was the second in-house survey that the force has run, and engagement increased by 1.1% compared to 2023, with 41.3% of the workforce participating. Undertaking this survey represented a considerable piece of work—reviewing, marketing, and analysing the data demanded a significant wider team effort. Once again, a QlikView dashboard was employed to support a wider understanding of the results, enabling clear insights by business area, by survey question, and by staff group, and further strengthening the collective approach to organisational development.

When examining statements such as *"I am treated fairly at work"* and *"I am treated with respect by the people I work with,"* we found notable improvements. The percentage of individuals who strongly agree or agree with these statements increased by 4.2% compared to 2023. Similarly, the statement *"I feel valued for the work I do"* saw a rise of 2.9%.

When examining the theme of organisational culture, it was found that the percentage of individuals who reported experiencing behaviour they deemed inappropriate at work rose to 16.4%. In the same year, 90.5% of respondents indicated that they agreed or strongly agreed that they felt able to challenge inappropriate behaviour in the workplace.

IECHYD GALWEDIGAETHOL AC IECHYD A LESIANT / OCCUPATIONAL HEALTH AND WELLBEING

Occupational health and wellbeing play a vital role in supporting the overall performance and resilience of our workforce. The Occupational Health Unit proactively identifies and addresses health concerns, whether physical or psychological. This approach helps individuals remain at work and contributes to a positive and inclusive working environment. Their expertise ensures early intervention, tailored support, and access to specialist resources, which collectively help to reduce sickness absence, enhance morale, and promote long-term staff wellbeing.



With mental health accounting for 56.5% of long-term sickness, the team has focused on mental health, highlighting the need for early detection, intervention, and treatment of mental health issues.

A self-referral counselling option has been incorporated into patient management system which allows individuals to self-refer in confidence.

Wellbeing training for first- and second-line managers has been developed and is offered quarterly as a full-day session, covering employee protection, stress reduction, health awareness, psychoeducation, signposting, fatigue and recovery, welfare conversations, and suicide prevention procedures.

The First Line Leaders course now covers stress assessment, with plans to add stress awareness resources and a management toolkit. We also hold quarterly retirement seminars addressing pensions, CV writing, and transition support as part of our Police Covenant commitment.

In 2022, we launched the OK psychological surveillance programme. In 2024, increased education boosted participation from 78% to 82%. Immediate fit notes rose from 72% to 77%, and primary trauma scores dropped from 21.1 to 18.84. We will continue awareness sessions on trauma and vicarious trauma for relevant departments. We will be using an in-house screening model from 2025.

Trauma Risk Incident Management (TRiM) was established in 2017, reviewed and relaunched in 2022, which resulted in increased access to the service. Referrals to the service have continued to rise, with 457 referrals in 2023/2024. During the year 3439 TRiM offers were sent out. This does not include any post incident procedure support/ incident debriefs or historic Operation Hampshire supports. There were 527 TRiM referral in 2024/2025, representing a growth of 15.31%. To maintain this service, an additional 29 TRiM Practitioners have been trained, in addition to 3 Advanced Practitioners.

We continue to offer dyslexia screening to new and current employees to identify if any reasonable adjustments are needed to undertake their role. This ensures that staff members receive the necessary support to perform their duties effectively, contributing positively to their overall wellbeing and job satisfaction. By creating an inclusive and supportive environment, we promote mental health and mitigate stress, enhancing the productivity and morale of our workforce.

- QuickScan (initial screening) – 155 This has decreased due to non-mandatory for new staff
- Quickscreen (QSDT – Full screening) – 81 individuals sent screening, 75 completed
- Work Based Assessments completed – 87

We have provided support to individuals who are suspended. Recognising the unique stressors associated with suspension, we have ensured that these individuals receive the necessary psychological and emotional assistance to navigate this challenging period. A total of 349 contacts were made to suspended individuals to provide this support.

We seek to provide a tailored mental health support to address the varied needs of the workforce. There continues to be an increase in demand for more complex mental health support requiring specialist external referrals relating to Cognitive Behaviour Therapy (CBT) and Eye Movement Desensitization and Reprocessing (EMDR) continues. This support requires an average of 12-18 sessions for individuals before securing a return to



work, or retention in the workplace. In 24/25 100 external counselling referrals from for CBT and EMDR were secured.

In the 2024/2025 financial year, Occupational Health (OH) clinicians made 165 external counselling referrals, costing £75,250 to support officers and staff. This number is expected to rise before the end of the financial year. Overall, referrals to OH increased by 30% in 2024, a trend predicted to continue until 2027. This demand will be reviewed and monitored.

Occupational Health Unit (OHU) received 242 referrals for physical health. To support early intervention, 16 private consultations, scans, and physical therapies were approved, costing £3,963.00. In seeking to proactively address the issues identified we have introduced access to affordable private healthcare through Benenden, which eliminates waiting times for treatments and supports quicker interventions.

As of February 2025, 366 employees and 255 family members have joined the scheme. Of these, 75 individuals have used the 24/7 GP service, 59 have undergone diagnostics, 23 have received surgical treatments, and 15 have participated in physiotherapy. Benenden is one option available to employees; additionally, the North of England Scheme is also offered.

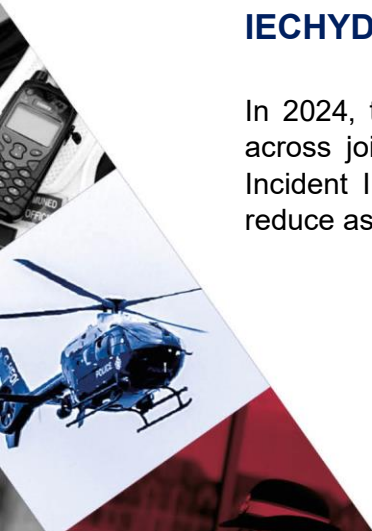
OH has begun to write to NHS consultants to request they consider expediting specialist and planned surgery appointments as with NHS staff. One consultant has agreed to this and requested we write to them regarding the rationale for expediting. Some officers have specialist roles that are unique and if medical/surgical treatment is not expedited, they remain at the mercy of the NHS wait times and cannot deliver a full and effective service to the public until treatment has been received.

Bio stress research at the Force Contact & Control (FCC) started in November 2023. To identify common stressors and provide personalised tools for stress management. By January 2025, improvements were identified, including addressing perceptions of stress and promoting movement. Stress education reduced perceived stress from 18.5% to 17%, and sedentary lifestyles from 94% to 92%. Efforts will focus on further reducing sedentary behaviour, which is still higher than the average population level of 70%.

In 2024, the Wellbeing Team won the OK National Award for its innovative approach to improving deployability, sickness absence, and the Police Covenant. This recognition not only highlights the team's dedication but also underscores the force's overall commitment to the well-being of its officers and staff, ensuring continued support and improvement in their working environment.

IECHYD A DIOGELWCH / HEALTH AND SAFETY

In 2024, the incident management system (BeSafe) was enhanced and implemented across joint functions within the force. Additionally, improvements were made to the Incident Investigations section to assist supervisors in completing forms and to help reduce assaults.



The incident management system has improved Health and Safety incident reporting by allowing all assaults, incidents, near misses and adverse incidents to be recorded and monitored. A greater understanding of the data will come with time as more patterns can be established as the data inputted grows. BeSafe is an evolving system, and as it becomes more established the way it is utilised will evolve with it. The BeSafe reporting tool tracks incidents.

In 2022, approximately 200 incidents were recorded. In 2023, there were 436 incidents, and in 2024, 1,283 required investigating. This significant increase in incidents has demanded more from the team in terms of reviewing the quality of each investigation, identifying learning and providing staff training.

- 1109 incidents
- 29 RIDDOR reportable incidents
- 33 Inspections

A significant emphasis has been placed on H&S training for line managers this year again, equipping them with the necessary skills and knowledge to ensure a safe working environment. Regular reviews are conducted to identify those who require training, ensuring that no staff member is overlooked. The team, with the support of Learning and Development, have co-ordinated delivery of the following courses:

- 64 IOSH Managing Safely trained
- 70 IOSH Managing Safely Refresher Trained

Data for the monthly compliance reports were very time-consuming to complete but was required to provide an overall picture of compliance, which had improved in the 2.5 years time span that the report had been in circulation. The compliance reports were circulated to all senior staff and departmental leads. Reports have been developed to encompass all aspects of Health & Safety in both owned and rented buildings. This information seeks to support pillar leads and line manager in their duty of care regarding all staff as well as accountability in H&S related training, accident reporting actions, inspections and all H&S related compliance in their area.

There has been slow progress in reviewing the outstanding incidents and risk assessments by staff and officers, with 10% of those risk assessment that need to be reviewed in 24/25 been completed by staff and then sent to H&S for final authorisation.

Although no internal audits were conducted in 2024/25 due to staffing constraints, support was given with inspections as well as a full round of spot checks in all stations. We expect more internal audits in 2025/26 as staffing issues are resolved through the HR Review. We have provided further support to our Business Support Officers and the Estates team and have already seen improvements in both the quality and the number of inspections carried out. We are hopeful that these positive changes will continue into 2025.

The team has made significant strides forward in enhancing training in several areas and developed a comprehensive support package for supervisors managing DSE assessments. This initiative has successfully alleviated the workload of Occupational Health and expedited the provision of appropriate DSE-related equipment, reducing reliance on the Access to Work route.

Several policies and procedures have been revised. These include:

- Fire Safety Procedure
- First Aid Arrangements Procedure



In 2024, a successful TIAA audit was completed with only no major issue/actions identified. The Health & Safety Team also established a Risk Register for H&S, which is reported through the H&S Governance structure.

The team supported in the reinstatement of Fast Roads training to reduce the risk to operational staff as well as improve operational availability. The team also supported the project to reintroduce face fit testing and masks to protect officers regarding synthetic opioids which are more prevalent in the call of duty recently.

IAITH GYMRAEG / WELSH

The collaborative arrangements began in December 2023. The Welsh Policy Language Lead (WLPL) is focused on delivering collaborative priorities and supporting individual force needs. These arrangements have shown effective joint governance in improving practices and learning between both forces. Governance for managing these collaborative arrangements is established, and a review of their success will continue into 2025.

The Welsh Language Strategy 25/28 was agreed, setting out the force's vision of "Delivering Bilingual Service Excellence." It reinforces the commitment to:

- Provide equal access to services in Welsh and English.
- Improve the range and quality of Welsh language services.
- Monitor progress through the annual Welsh Language Delivery Plan and public reporting.

The Welsh Language Standards Policy sets out Gwent Police's statutory obligations under Section 44 of the Welsh Language (Wales) Measure 2011. Its core purpose is to ensure that the Welsh language is treated no less favourably than English in all aspects of service delivery and internal operations.

Key Objectives:

- Promote and facilitate the use of Welsh across the organisation.
- Embed compliance with the Welsh Language Standards through clear responsibilities and governance.
- Align with broader strategic documents such as the GP Strategic Equality Plan, GP Culture Strategy, and GP Learning and Development Strategy

The Welsh Language Risk was removed from the Risk and Issues Register in December 2024 due to significant efforts to address areas of non-compliance and mitigate them where necessary. This was a significant achievement over a short period of time but indicated the forces commitment to enhancing bilingual service excellence and ongoing audits to ensure compliance with the Welsh Language standards.

The Welsh Language Annual Report was produced to provide a comprehensive overview of the efforts and progress made in delivering bilingual service excellence. It outlined the initiatives undertaken to promote and facilitate the use of Welsh across the organisation, details compliance with the Welsh Language Standards, and highlights key achievements and areas for improvement. By monitoring progress through the annual Welsh Language Delivery Plan and public reporting, the report ensures transparency and accountability in the organisation's commitment to the Welsh language.

Iaith joined Gwent Police to deliver Welsh Language Customer Care training customer facing staff and officers including representation from reception teams, the force control



room and station desk enquiry teams. The training focussed on raising awareness and understanding of the importance of providing a bilingual service and provided those in attendance with an opportunity to develop their linguistic abilities and confidence.

Along with other members of the Gwent Police, the WLPL attended the Urdd National Eisteddfod in Pontypridd between 3-10 August 2024. This was an invaluable opportunity to engage with Welsh speaking communities and partners. Attending key events held at the Eisteddfod throughout the week provided valuable insights into the work being undertaken nationally in relation to increasing the accessibility and visibility of the Welsh language.

Further ways in which to increase opportunities to see, hear and the ability to use the language were explored. This included translating all standard governance templates used by the force and chairing our Welsh Language Strategic meeting through the medium of Welsh. This continues to support work undertaken to raise awareness and understanding, normalising the use of the Welsh language whilst supporting our staff and officers to provide a considered service in both Welsh and English.

In January 2025 the WLPL attended a 'Train the Trainer – Four-day Welsh Language Awareness' course with Iaith. This was a beneficial and informative learning opportunity which has better informed the WLPL delivery. Our Welsh language team regularly attend external training conferences and events to remain abreast of national developments. This included prioritising attendance at the Welsh Language Commissioners promoting compliance programme of delivery and The Association of Welsh Translators and Interpreters.

On 27th February 2024 we celebrated St Davids Day. Welsh cakes and cards were delivered to stations, and an event was held in the headquarters in Cwmbran for staff to pop along for a Welsh cake, tea / coffee and a chat. There was a well-received networking and promotional opportunity to celebrate St Davids Day and to discuss Welsh language standards including internal and external opportunities.

To encourage GP to celebrate Sumae Day on 15 October 2024 and Welsh Language Rights Day, promotional infographics were created and shared digitally and physically. Iaith delivered a 'Mae Gen I Hawl' input for staff and officers at Headquarters and also at our Team Gwent event in December 2024. This was well received by attendees and helped raise greater awareness and understanding at a strategic level.

We are pleased to note that no complaints in relation to the Welsh language were received by Gwent Police during this reporting period.

The Welsh Language team continue to provide the force with translation services, with an increasing demand being identified. 1595 documents totalling 580,894 words were translated between 01.04.24 and 31.03.25. This initiative not only aligns with our compliance goals but also demonstrates our dedication to providing accessible and inclusive services for all Welsh-speaking members of our community.

The WLPL has collaborated with HR Operations since December 2023 to support Welsh language requirements for new and vacant posts. HR information and resources are accessible to all staff via the intranet. Staff use the Talent Acquisition Recruitment Platform (OLEEO) and complete a Welsh Language MS Form to determine language skill needs for each role. Efforts to refine recruitment processes continue. In January 2024, the force upgraded from Welsh language skill level 1 to level 2 for new vacancies.



Between 01.04.24 and 31.03.25, 238 posts were advertised, all requiring Welsh Language Skills (232 at Level 2 or above, 6 at Level 4 or above). Every post listed Welsh as a desirable skill. Externally, a Welsh-speaking recruitment officer joined HR Department to enhance Welsh language recruitment. Internally, a Welsh-speaking schools liaison officer is collaborating with local schools to promote Welsh medium opportunities within GP. Job postings are now regularly featured on Lleol.Cymru Jobs Board Wales.

Following consultation with providers, a comprehensive business case was developed to secure a fully funded Welsh Language trainer, through Welsh Learn, to further enhance the forces' ability develop our Welsh Language learners and speakers in force.

A new tracker has been established to monitor compliance with standards effectively. A Welsh Language Self-Assessment MS form has been shared with department heads to evaluate areas of assurance against the Welsh language standards.

5. CAMAU NESAF | NEXT STEPS

The new people strategy will align HR review outcomes with business area delivery plans and integrate the resource management unit into people services to improve collaboration and streamline processes.

The people strategy aims to build a diverse and inclusive workplace where everyone can excel and help foster trust. The goal is to be a model employer focused on wellbeing, professional growth, and high standards of performance and integrity.

The People Strategy is currently being developed and outlines a forward-looking vision to align the outcomes of the HR review with evolving business area delivery plans, ensuring that the integration of the resource management unit into people services delivers greater collaboration and streamlined processes across the organisation.

At its core, the strategy is designed to foster a diverse, inclusive, and supportive workplace where everyone is empowered to excel and contribute to building public trust. It prioritises staff wellbeing, professional development, and continuous learning, while maintaining high standards of performance, integrity, and service. By embedding these objectives into the organisational culture, the draft People Strategy aims to make the organisation a model employer, committed to both employee development and the delivery of excellent public service.

6. YSTYRIAETHAU ARIANNOL | FINANCIAL CONSIDERATIONS

The HR review has been fully costed and will undergo a post-implementation review to evaluate its effectiveness and value for money.

7. YSTYRIAETHAU PERSONÉL | PERSONNEL CONSIDERATIONS

The recent HR review has had significant implications for the capacity and capability of the teams. The review, which commenced implemented on 1 April 2025, aims to streamline processes, reduce duplication, and enhance overall efficiency and productivity. The primary



focus is on ensuring that requests are managed by the right personnel to support timely service delivery.

The team restructuring will result in a temporary reduction of skills and capability, due to the changing number of roles. While this may lead to a temporary loss of expertise, the experience remains within the wider team, mitigating some of the impact until new recruits are fully trained and integrated.

Proactive support measures have been put in place to assist the teams during this transition period. Regular check-ins with line managers and wellbeing support have been beneficial in offering reassurance and mitigating stress among staff. The Wellbeing team, embedded with HR, plays a vital role in maintaining service delivery despite the changes and uncertainties.

8. YSTYRIAETHAU CYFREITHIOL | LEGAL CONSIDERATIONS

HR review and restructuring emphasise compliance with regulatory standards, including adherence to Welsh language requirements and equalities and human rights considerations. Additionally, ensuring public confidence and transparency in the report's content suggests a focus on maintaining legal and ethical standards in the restructuring process.

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

The HR review and restructuring highlight the importance of compliance with regulatory standards, including Welsh language requirements and equalities and human rights considerations. There is a clear emphasis on maintaining public confidence and transparency in the report's content.

10. RISG | RISK

There is currently one risk on the risk and issues register relating to Strategic Workforce Planning. This is being managed through the governance structure.

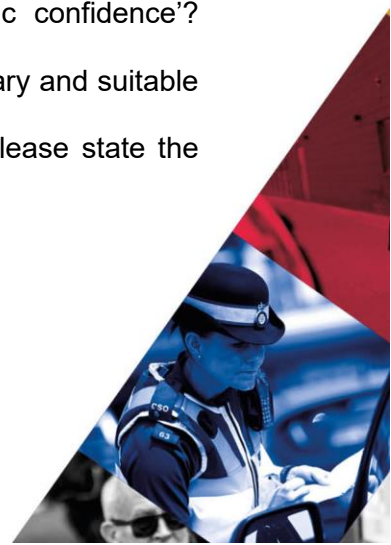
11. BUDD Y CYHOEDD | PUBLIC INTEREST

11.1 In producing this report, has consideration been given to 'public confidence'?
Yes

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

11.3 If you consider this report to be exempt from the public domain, please state the reasons: **n/a**

11.4 Media, Stakeholder and Community Impacts: **n/a**



12. AWDUR YR ADRODDIAD | REPORT AUTHOR

Alisa Quartermaine, Head of HR

13. PRIF SWYDDOG ARWEINIOL | LEAD CHIEF OFFICER

DCC Nicola Brain

14. ATODIADAU | ANNEXES

None

15. CYMERADWYAETH LLYWODRAETHU A BRIF SWYDDOG | GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL

15.1 This report has been presented to the following oversight board: **People Board**

Meeting chaired by: **ACC McLain**

Meeting date: **22/07/2025**

Actions or amendments arising from meeting: **ACC McLain suggested including more detail of work ongoing around positive action and the Police Race action plan. Update: included under section, Positive Action by AQ.**

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

Meeting chaired by: **DCC Nicola Brain**

Meeting date: **5 August 2025**

Actions or amendments arising from meeting: **As above. Actioned – 12 August 2025**

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

15.3 I confirm this report is suitable for the public domain for the reasons stated in 11.3

Llofnod | Signature:



Dyddiad | Date: **14 August 2025**

