



ADRODDIAD BLYNYDDOL CYFATHREBU CORFORAETHOL

CORPORATE COMMUNICATIONS ANNUAL REPORT 2024-25

ADRODDIADAU'R BWRDD ATEBOLRWYDD A SICRWYDD

ACCOUNTABILITY AND ASSURANCE BOARD

24 October 2025



1. DIBEN AC ARGYMHELLIAD | PURPOSE AND RECOMMENDATION

- 1.1 The purpose of this report is for monitoring/information. It details the work delivered under the priorities identified as part of the corporate communications strategy for 2024 – 2026 in line with the organisational objectives for 2024/25.
- 1.2 There are no recommendations made requiring a decision.

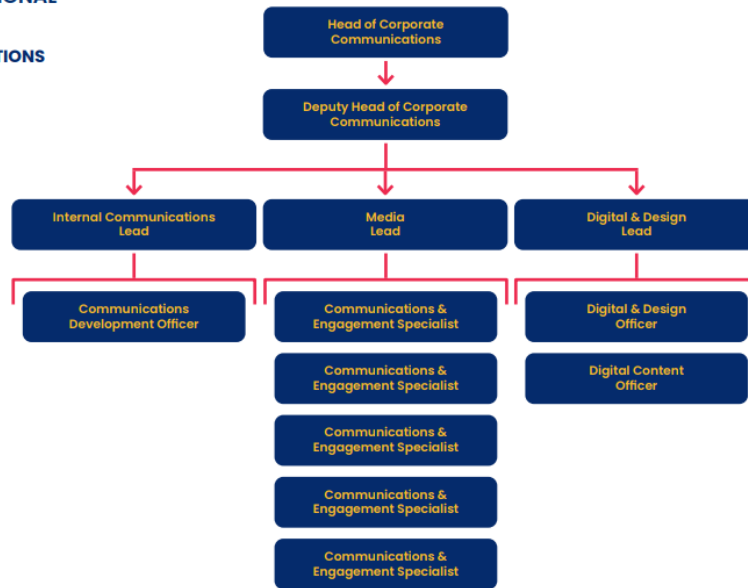
2. CYFLWYNIAD A CHEFNDIR | INTRODUCTION AND BACKGROUND

- 2.1 This year's Annual Report focuses on the priorities identified as part of the corporate communications strategy for 2024 – 2026.
- 2.2 Our efforts remain focused on supporting the business objectives of Gwent Police and ultimately improving trust and confidence with our staff, volunteers and our communities.
- 2.3 The latter part of this report will include communications activities which reflect the changes in our mission and vision under the new chief constable who was confirmed in post in December 2024. The report captures key themes and highlights for the year.

3. STRWYTHUR Y TIM | TEAM STRUCTURE

- 3.1 The team delivers a 24/7 news service, internal communications, strategic campaigns (internal and external), digital communications, graphic design, multi-media, and events.





- 3.2 This structure has developed to enable specialist skills to grow within the team to offer a greater level of expert support, and to create development opportunities within the team to aid retention and recruitment. The team has not been running at full capacity for a large portion of 24/25 due to long-term sickness and parental leave.

4. HOW WE SUPPORT CORPORATE OBJECTIVES

4.1 PEOPLE AND CULTURE

- help our people to feel safe and valued in their work environment and support the development of effective, trusted leadership
- help our colleagues build the skills to tell our story positively to different audiences
- support a culture that positively impacts on public confidence in our service.

4.2 IMPROVING PERFORMANCE

- ensure our communications reach the right people, with the right message, at the right time to ensure we create effective and impactful communications
- develop our measurement strategies in order to evaluate our outcomes as we build our communications approach
- take a learning approach to adapt and refine our approaches to communications.

4.3 **RAISING STANDARDS**

- help build public confidence by increasing our people's awareness of organisational priorities and goals and their role in delivering them
- ensure a consistent and transparent approach to external communications to build confidence in our voice
- identify a wide range of channels internally and externally to meet audiences where they want to be
- build our brand in a creative way to grow engagement and support for the service.

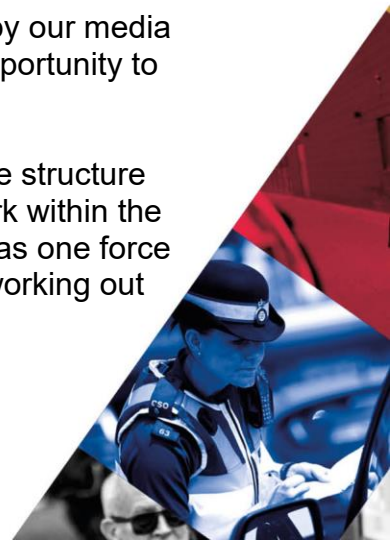
5. **COMMUNICATIONS VISION AND AIMS (DEC 24 – PRESENT) UNDER NEW MISSION AND VISION**

5.1

Engagement	• Getting the right message, to the right person, at the right time, in the right way • Building a narrative of transparency, honesty and accountability • Taking an evidence-based approach to developing and refining our communications to support the delivery of our objectives • Connecting our people to our mission, vision and values and to delivering organisational priorities and supporting cultural change.
Operational Effectiveness	
Conduct & Culture	

6. **REACHING OUR AUDIENCES EXTERNALLY**

- 6.1 Through our media monitoring system, we can see that in 2024 there were 7,456 published articles or broadcast pieces referenced Gwent Police. This media coverage generated 3.87 billion opportunities to be seen by viewers/readers/listeners. This is one of the key measures offered by our media analysis platforms which looks at how many individuals have the opportunity to see the output of each media outlet.
- 6.2 We have produced more proactive content in the past year since the structure of the department changed, and a dedicated focus on proactive work within the communication and engagement specialist role. In 2023/24 there was one force proactive communications officer and one communications officer working out



of the former West Local Policing Area. This was changed in 2024/25 to include an additional proactive communications officer who covered the former East Local Policing Area.

- 6.3 From January 2025, we have made further changes to the communications and engagement specialist portfolio areas to reflect organisational changes to the new operating model structure. This includes two communications officers dedicated to the neighbourhood pillar and one to the crime pillar to provide proactive communications. The press desk function is resourced by one full-time communications officer and one part-time communications officer. Their main focus is on responding reactively to media queries, however, they are linked in with the response pillar to provide any proactive communications opportunities for response.
- 6.4 Our approach increasingly prioritises outlets that have the greatest reach with our target audience. Our priority is Gwent residents, followed by those who may not be residents but regularly visit the area and stakeholders who are influential to public confidence in our service.

WHERE DO PEOPLE IN WALES GET THEIR NEWS?

(Source: OFCOM 2024)

TV remains the most-used platform for news nowadays by adults in Wales (64%), followed by other websites/apps at (48%) and social media (47%).

- *47% of adults in Wales use BBC One for news, 34% use ITV1/ITV Wales and 32% use Facebook.*
- *Other TV channels in the top ten included Sky News Channel and the BBC News Channel.*
- *The BBC website/app is used for news by 20% of adults in Wales, a decrease in reach compared to 2022.*
- *22% of adults in Wales read a newspaper. No newspapers have made the top 10 most-used news sources in Wales.*
- *BBC Radio 2 was the top radio station cited (11%) with BBC Radio Wales at (6%)*
- *Viewers in Wales showed a strong preference for news on the BBC rather than ITV Cymru Wales, with 48% watching news on the BBC compared with 30% using ITV Cymru Wales.*
- *17% of adults in Wales used YouTube as a news source in 2024.*
- *38% of people in Wales who follow news are 'very interested' in news about Wales, with this figure rising to 80% who are 'very and quite interested'.*
- *3% aren't interested in news about Wales.*

7. CURRENT DEMAND

- 7.1 In 2024/25, the media desk dealt with 2,549 media queries which was a decrease on the previous year of nearly 13%.
- 7.2 In 2023, we saw a number of high-profile professional standards cases which resulted in high volume of media queries around these subjects which would have contributed to the higher volume of queries in 2023/24. However, the number of statements and press releases we issued in 2024/25 has increased by more than 19% from 1,048 to 1,252.
- 7.3 In February 2025, we changed provider for our media management software therefore the breakdown of data for press releases is not available but will be for next year's annual report. However, what we can say is that the first two months of use of the new system tells us that in February and March 2025 we issued 91 press releases. The change in demand from reactive to proactive mirrors our desire to proactively tell our story through media engagement rather than rely on reacting to media queries. This change in media queries also reflects the wider media landscape locally and regionally in Wales in terms of their decrease in resourcing. For 24/25 we have seen an increase in media coverage.
- 7.4 Our demand is largely driven by the South Wales Argus which has limited reach with a mostly balanced coverage.
- 7.5 We have changed our media management platform in March 2025 which will allow us to better analyse trends for the annual report next year.

8. TONE

- 8.1 An analysis of media coverage in 2024 in terms of sentiment:

Positive coverage: 41.5% (Up from 33% in 2023)

(articles which portray the organisation in an encouraging way or when we've achieved a good criminal justice outcome or developed a new approach with good outcomes).

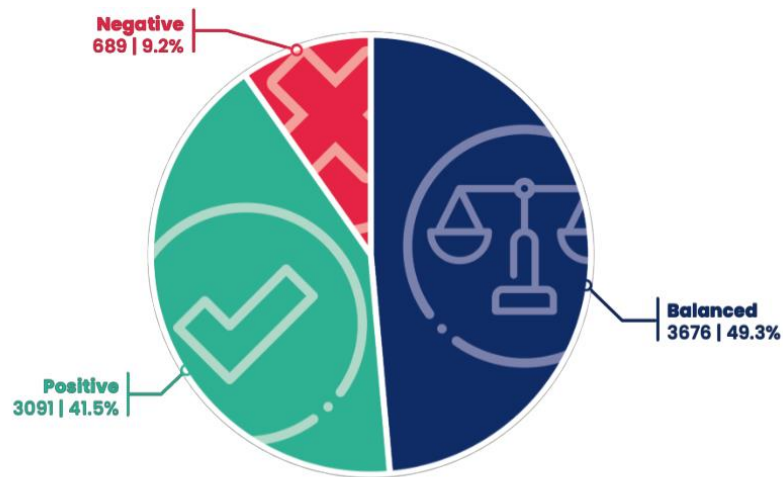
Balanced coverage: 49.3%

(factual or neutral coverage which forms the majority of our day-to-day work).

Negative coverage: 9.2% (Down from 10% in 2023)

(coverage critical of the organisation such as disciplinary proceedings, or failure to deliver our expected standards).





2024 | Coverage sentiment breakdown

9. EXTERNAL PROACTIVE COMMUNICATIONS

- 9.1 While the volume of stories on an issue is one indicator of the level of interest in a story, the reach is of far more value as it represents the number of individuals who have had the opportunity to see each item of content.
- 9.2 While the number of published articles on any given subject might be higher for a negative story, one well-placed positive piece can have far greater reach. Our challenge is therefore to ensure that we maintain our focus on placing positive content in outlets key to reaching our audiences.

10. DOCUMENTARIES AND STANDALONE PROGRAMMES

- 10.1 We took part in several documentaries and standalone TV programmes during 24/25 covering a range of teams across the organisation and topics. Documentaries not only reach large audiences, but they also help our community get a behind-the-scenes look to better understand the roles of officers and what we do to keep people safe.
- 10.2 'Code Blue: OnePunch Killers' was a single-episode programme broadcast on the ITV network in June 2024, reaching a peak audience of nearly 1.7 million viewers across TV and ITV X. The programme featured Detective Superintendent Nick Wilkie discussing Operation Neptune, which investigated the death of a man who was fatally injured following an assault in Monmouth. The broadcast underscored the grave consequences of one-punch fatalities and examined their profound impact on families and the wider community. There was also a Welsh language version featuring DCI Robin Fuller on S4C.

- 10.3 In September 2024, Temporary Chief Constable and National Police Chiefs' Council (NPCC) lead on dangerous dogs, Mark Hobrough, along with Detective Superintendent Michelle Chaplin, acting as Senior Investigating Officer (SIO), participated in an interview at the end of 2023 for a true crime television series examining several high-profile criminal cases. The particular episode highlighted the tragic case of Jack Lis, who lost his life to an XL Bully dog in Caerphilly. The programme was broadcast on Sky Crime+Investigation, attracting over 27,000 views—approximately 17,000 more than comparable programmes aired on non-terrestrial channels during the 9pm time slot.
- 10.4 We took part in Crimewatch on BBC One to share appeals and wanted faces and also took part in their new programme Crimewatch Caught, a series to highlight some of the biggest criminal investigations in Wales. A serious and organised crime investigation - Op Solana featured as part of the new series. The operation was a large-scale investigation into an organised crime group who were converting money made from drug supply into cryptocurrency, resulting in significant prison sentences.
- 10.5 In October and November 2024, 'Rookie Cops' an ITV Wales production for BBC Wales aired the eight-part documentary series following eight student officers in training. The total viewership of the programme was 1.3 million across TV on BBC One Wales and iPlayer. The production company followed officers for many months showing the personalities and attributes of what it means to be a response officer. We worked with the BBC and production team allowing us to share digital content across social media. Our 47 posts achieved 430 comments and a reach of two million. The majority of comments about the programme from our audience were positive.
- 10.6 A further series of BBC's Crash Detectives showing our collision investigators in action is due to air in October 2025 and we have a separate BBC ride along programme in the pipeline for late 2025.

11. PROACTIVE WORK

- 11.1 During 2024/25, we have pitched more stories to bigger platforms such as BBC Breakfast, which reaches an average audience of over five million viewers. In this period, we had three pieces on BBC Breakfast covering work to tackle cannabis grows (Op Forester), pioneering domestic abuse questionnaire in firearms licensing (Project Titanium) and our efforts in tackling £2 million worth of illegal vapes and tobacco (Operation Firecrest) The BBC package on Op Forester overall had a potential of more than 19.1 million people having the opportunities to see it as it was aired on BBC Breakfast, BBC News at One and across BBC national radio stations and a separate online piece.
- 11.2 Throughout the year, we took a number of media outlets on warrants as well as filming content for our own social media accounts to show the work officers are doing to rid the community of harmful drugs. In October 2024, ITV Wales were invited to film a series of warrants in Newport as part of Operation Fairfax which



aimed to disrupt an organised crime gang who were supplying cannabis and heroin. ITV Wales ran the item as their top story on the evening news at 6pm, with an estimated opportunities to see of 1.1 million, while our Facebook post drew more than 23,000 views.

- 11.3 Our aim is to produce people-focused social media videos to engage our community. During Operation Dagger, we filmed a warrant and interviewed DCI Mike Preston to share key messages on tackling drug crime and asked the public to report drug dealing. The warrant video and related charge post reached over 60,000 people on social media; the Facebook video achieved a 5.6% engagement rate, well above the 1.5% public sector benchmark. Following the video featuring the DCI, a member of the public contacted us with information about an unknown organised crime group dealing cocaine in Caerphilly. They said the video boosted their trust in Gwent Police's efforts against class A drugs. This approach worked because viewers saw and heard the DCI, lending authenticity and credibility to our message. We hope we can continue more officers being part of communications activity moving forward.
- 11.4 A key concern in our communities relates to off-road biking: this year we have covered action we are taking operationally in media pieces and in social media. One media opportunity was with ITV Cymru Wales to talk about the risks of off-road bikers at former coal tip sites across the area, ahead of a Welsh Government announcement on funding to keep communities safe for future generations. Working with PC Danielle Lundrigan, who is our officer dedicated to tackling off-road biking, we were part of the news package to highlight the risks posed to our communities and open spaces when people participate in this illegal activity. The resulting coverage achieved an estimated 2.26 million opportunities to see when it featured on the early evening and nightly news bulletins.

12. MISINFORMATION IMPACTING OUR COMMUNITIES

- 12.1 This year, misinformation and disinformation have affected our communities in several ways: Key incidents included Op Navette—national unrest after the Southport murders—and Op Brisbane, which responded to local community tensions. While Gwent did not experience violent disorder during Op Navette, there were hate crimes and public concern over inaccurate information. Our team attended community tension meetings, coordinated messaging, and issued statements to counter misinformation and show action against those who took part in hate crimes. This activity gaining media coverage and reaching over 712,000 people through local press and more than 89,000 users via social media. The Independent Advisory Group also shared updates with the community through our website and social channels. As a result of feedback from the IAG, we will be introducing a WhatsApp channel to reach more community members in the summer of 2025.





(Redacted image of press coverage)

13. MISCONDUCT

- 13.1 Over the year the team has worked to manage several high-profile negative media stories linked to professional standards of behaviours or operational issues. These are extremely time intensive pieces of work with a great deal of preparation, and work with our colleagues in Legal Services and Professional Standards Department (PSD). We also work closely with the Independent Office of Police Conduct (IOPC) to ensure accurate details are shared publicly and that we are well positioned to respond or support their public announcements. Single cases can span a two-to-three-year period and require close management of any developments over this period. For 2024-2025, this included the trial of a former officer for assault which was previously picked up by national media due to social media footage of the incident, the sentencings of two former officers for domestic abuse and child sexual abuse, along with a number of gross misconduct hearings.
- 13.2 Over the past few years, we have worked hard to build a narrative with media that positions our robust stance on misconduct as us leading the way in setting out our expectations, supporting victims, investigating reports and taking decisive action where required. During the year we maintained this position both in our high-profile cases, media and stakeholder briefings and throughout high-profile scrutiny.

14. CAMPAIGNS

- 14.1 The team develop creative and effective campaigns to support our policing objectives throughout the year. We also support nationally-led policing



campaigns such as Op Sceptre on knife crime, roads policing, county lines intensification weeks and male violence against women and girls. In order to land these locally, we created additional content for example interviews with families of victims to show the impact on communities.

- 14.2 Our summer vibes campaign provided crime focused on messaging around drink and drug-driving, making the right call to our force control room, anti-social behaviour and home safety advice.
- 14.3 Over Christmas 2024 our campaign focussed on the key areas of demand for our operational teams such as drink/drug driving, violence against women and girls and shoplifting. A total of 41 social media posts over December and the first week of January, had a reach of 229,000 with 257,000 impressions (the number of times the content was displayed). We invited the South Wales Argus on patrol in Cwmbran as part of the Christmas campaign to observe how we tackle shoplifting. The reporter interviewed the Torfaen inspector and the piece was positive highlighting our clampdown on shoplifters and the work with local businesses. There were subsequently two further South Wales Argus articles highlighting further arrests made during Op Tinsel. A radio interview with Chief Insp Conway on Newport City Radio talking about the proactive work in this area. The potential reach of media coverage was more than 378,000 opportunities to see.
- 14.4 In February and March 2025, we launched a refreshed PC recruitment campaign with the slogan 'Our community needs.' We then used attributes we were looking for including kindness, ambition, leadership, resilience to try to target those with the right skillset for the organisation. It was one of our most successful recruitment campaigns on social media. This campaign had 25 posts with a reach of 185.7k, in terms of engagement, we had 94 comments and 957 likes.



- 14.5 Due to resourcing, the implementation of longer-term campaigns hasn't been possible for 2024/25, however for 2025/26, we are looking at part two of the

‘Step In, Step Up and Set the Tone’ internal campaign looking at being an upstander and challenging microaggressions. We also have a serious and organised crime campaign in progress to launch in 2025/26.

15. SOCIAL MEDIA AND DIGITAL

- 15.1 The team has focussed on developing more engaging content that attracts and holds followers. This year, our demand for producing video content has increased as we know the impact this can have on both our external and internal audiences. In the past year, we have grown our digital audience across all of our social media channels. Content tailored to different platforms is delivering greater engagement.
- 15.2 Our TikTok content has grown with successful engagement rates, but our presence on the channel is closely monitored in line with government guidance given ownership concerns. We currently have 14.4k followers, an increase of 23% from our followers in 23/24 (11.8k followers.)
- 15.3 We now have 303,833 followers across our six corporate channels which equates to a potential of 51.7% of Gwent’s population 587,800. This includes a growth of 12% on our corporate English Facebook page.
- 15.4 A big piece of work for 24/25 was rolling out the local Facebook pages and closing our neighbourhood and specialist accounts on X (formerly Twitter). We decided to move from X to Facebook due to a lack of engagement on X, changes to X and use by others who are not in keeping with our values, and to ensure we are in spaces used more frequently by our communities. These accounts have already achieved a combined following of more than 9,000 people.
- 15.5 Our Facebook presence continues to attract more followers with increasing reach. Our Welsh language account continues this trend.
- 15.6 Instagram shows the same growth in followers but also offers a much higher rate of engagement. What our engagement analysis shows us through the detail is that business as usual posts – road closures or crime prevention advice - has little engagement, but more dynamic footage involving warrants, dogs and cars drives engagement. The team is therefore focussed on creating strong content in these areas to deliver key messages. Individual posts can have an engagement value of up to 5% which is significantly above the public sector industry standard goal of 1.5%.
- 15.7 We are unable to collect metrics on TikTok in the same way as other channels, but we currently have 14k followers and use the channel to post non-time sensitive content as videos are not presented in a timeline but may be shown in a feed at any point.



16. OP HARLEY



- 16.1 Video content is the most engaging content across our social media platforms. We have increased our use in video including using drone, NPAS and body-worn footage. We aim to focus our communications activity to demonstrate the actions we take as a police service to address what matters to our communities. We know that many parts of our communities are concerned with e-bikes and ASB. This drone footage from an Op Harley in Alway in which officers seized a Sur-Ron bike achieved a reach of 1.6 million on Instagram alone with 8,700 likes: it was our highest video reach to date.
- 16.2 On Facebook it achieved 543,000 views and had more than 4,000 likes and 663 comments.

17. FORCE PROMOTIONAL VIDEO | OUR VALUES



- 17.1 The Digital and Design Team worked with an external agency on the concept of our new force promotional video. The video was based on our five core values and featured officers and staff from a variety of teams in the organisation. It

was first launched at our force awards in November 2024 and has been used for recruitment events. As part of PC recruitment campaign in February 2025, the video was launched externally on our social media channels and received nearly 700 likes and more than 200 comments, the majority of which were positive. It was the highest-achieving content released as part of the PC recruitment campaign.

- 17.2 Our video strategy will be sustained through 2025/26, with an emphasis on expanding our use of YouTube for long-form content. As YouTube is the largest social media platform in the UK, we recognise the opportunity to enhance our presence on the channel more effectively than we have previously.

18. SOCIAL MEDIA CHANNEL METRICS

- 18.1 The table below shows the available metrics for each of our corporate social media channels.



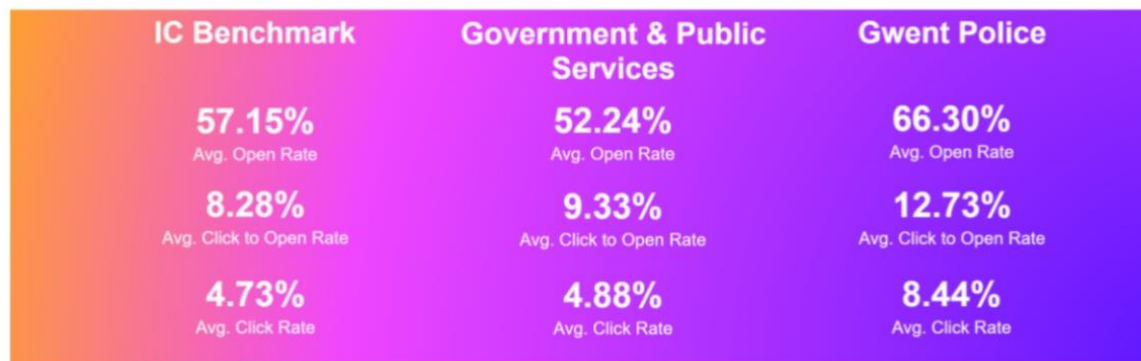
Account	Followers	Acc. Reach	Post Reach	Acc. Impressions	Post Impressions	Link Clicks	Published Posts	Post Engagement
 Gwent Police	179,313	101.9k	80.8m	92.7m	86.5m	231.6k	2.1k	0.8%
	 12,122	 9.9k	 21.8m	 27.6m	 22.7m	38.2k 	 290	0.08% 
 Heddlu Gwent	604	69.19	51.5k	56.8k	52.8k	166	1.5k	1.18%
	 37	139.23 	59.8k 	58.3k 	61k 	198 	 111	 0.6%
 Gwent Police	88,939	N/A	N/A	N/A	3.3m	28.7k	1.3k	1.19%
	 821	N/A	N/A	N/A	2.4m 	10.8k 	 39	 0.23%
 Heddlu Gwent	578	N/A	N/A	N/A	39.8k	320	1.1k	1.73%
	11 	N/A	N/A	N/A	18k 	282 	 6	0.02% 
 Gwent Police	24,248	11.6k	2.6m	5.9m	2.3m	N/A	333	3%
	 3,332	 7.8k	 928.1k	 3.5m	 399.7k	N/A	 15	 0.29%

19. INTERNAL COMMUNICATIONS

- 19.1 Our internal communications engagement statistics have again for 2024 outperformed other public sector bodies, and a mix of private and public sector users, with high open rates for our news bulletins.

- 19.2 Demand for internal communications support has increased in 2024 as we sustain our focus on developing our internal culture and driving performance in line with organisational priorities to build trust and confidence. For this time period, we published 181 internal email bulletins; this figure includes our weekly internal news bulletin, special edition magazines and single event articles. This is an increase of 45% on from 2023.

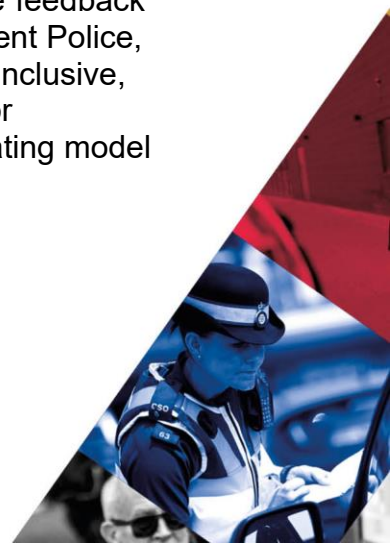
Engagement vs Benchmarks

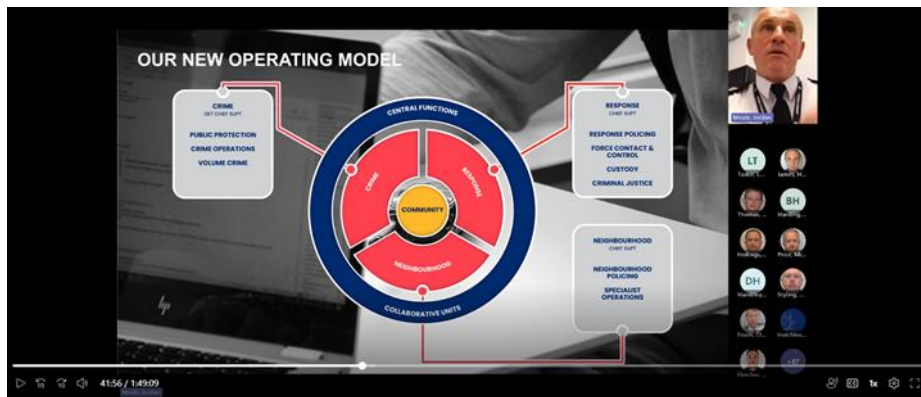


Open Rate = Unique Opens / Delivered To
Click to Open Rate = Unique Clicks / Unique Opens
Click Rate = Unique Clicks / Delivered To

20. IMPROVING TRUST AND CONFIDENCE INTERNALLY

- 20.1 At the centre of our internal communications is a main objective to connect colleagues to our mission, vision, strategy and values. We aim to build the belief that those elements are the right ones for success and engage colleagues with how they play a part in delivering them.
- 20.2 The last four months of last year was a period of transformation for Gwent Police with a new chief constable and chief officer team. Communications activity supported leadership in delivering the new strategic objectives of the organisation. In January, 961 colleagues joined Chief Constable Mark Hobrough for a series of hybrid in-person and online roadshows to hear his new mission and vision for the organisation. A question-and-answer session at the end of the roadshow saw good engagement. Of those who gave feedback after the session, 84% said they felt positive about the future of Gwent Police, 94% said they felt motivated to play their part to make our force an inclusive, caring and connected organisation, providing outstanding service for communities in Gwent. 79% shared positive sentiment for the operating model changes, 4% negative.





- 20.3 *"The roadshow was very informative and helped me understand the direction of Gwent Police going forward. I look forward to seeing what the future holds. I liked that all sessions have the capability to be online too, and I was able to easily hear and understand what was being said."*
- 20.4 *"I felt the roadshow was well presented and laid back in style. It felt like the Chief was speaking with staff, rather than to staff."*
- 20.5 *"I thought the Chief spoke very well and the information he provided was clear, concise and provided a good picture of the vision he has for the force."*
- 20.6 *"Having that open honest conversation from the Chief Constable was excellent for reassurance and confidence that GWP are on the right track, focusing on key areas, all working as one team."*
- 20.7 *"I feel more positive about my role within Gwent Police."*

21. OPERATING MODEL (OP MODEL)

- 21.1 The internal communications team's change projects for 2024/25 included implementing a new operational model. As part of these changes, targeted emails were sent by pillar leads to inform their teams about updates and outline how the new model would affect work processes, branded with new pillar led creative. We further created a central hub of information on The Beat offering a one-stop-shop for colleagues to access information about the Op Model and changes. Articles highlighting key milestones in the programme and task and finish groups that are accessible to officers and staff can also be accessed here. Our internal comms on milestone one – changes to DMM and our move to a functional model – was accessed by colleagues 1218 times.
- 21.2 Collaborative operations and incidents that demonstrated team coordination have been featured in Beat articles. Funding was allocated to develop new pillar pages on the Beat platform, with plans for workshops involving pillar leads to design suitable pages and content. This development is scheduled to begin in 2025/2026, alongside broader efforts to enhance user experience on the intranet platform, The Beat.

THE BIT BEAT

LPAs Departments (A-E) Departments (F-M) Departments (N-Z) Our priorities Library I want to Help Cymraeg

WELCOME TO THE OPERATING MODEL 2025 CHANGE HUB

The new model has been forecast to take around 12-18 months to deliver and we'll keep you updated with everything you need to know here.

Our operating model will influence how we work together to improve trust and confidence. Removing geographic barriers will put the community we serve at the heart of everything we do, working as one team to deliver on issues that matter to people.

UPDATES ABOUT THE OPERATING MODEL CHANGES

OP MODEL
SHAPING OUR OPERATING MODEL THROUGH TASK AND FINISH GROUPS

Shaping our operating model through task and finishing groups

OUR OPERATING MODEL

Our Operating Model
20th Jan 2025

OUR OPERATING MODEL STRUCTURE

Our Operating Model Structure
24th Jan 2025



22. SHOWCASING IMPACT IN THE COMMUNITY

- 22.1 In the latter half of 2024/25, we introduced two new features into the internal news bulletin 'From the frontline' and 'From the community' to share more good news and feedback from the community about the impact that officers, staff and volunteers are having.
- 22.2 We also increased the use of digital signage in HQ to highlight these two topics and had some good feedback from staff and officers around the impact of seeing their work on the screens.
- 22.3 *"I just wanted to say how good it is to have such lovely, good news stories displayed on the screens and in The Bulletin, rewarding the officers and PCSOs with positive praise is so good to see! Great to see the shift in focus of "thanks", a small change which makes a big difference"* - feedback received directly by Internal Communications.



23. FORCE DIRECTION FORUM

- 23.1 In February, we held our first Force Direction Forum (FDF), where strategic leaders discussed ways to improve trust and confidence. The internal communications team supported the event, including managing Slido for colleague engagement during the panel session. An article in the internal news bulletin highlighted the new approach and promoted our plans to hold three Team Gwent events in 2025, which aim to increase involvement of frontline colleagues in two-way discussions with chief officers about key issues affecting trust and confidence in Gwent Police.



- 23.2 *"I thought this was a really engaging event for senior leaders and was far better in terms of setting a strategic direction than any Team Gwent I have previously attended."*
- 23.3 *"I think there should be separate Team Gwent events for senior leaders only and for the wider workforce. The senior leaders should be compressed/shorter and focused more on strategy and performance. The wider workforce event should be more focused on 'real life' perspective, both from our communities and from our workforce and include guest speakers and be more interactive, with clear focus on improving trust and confidence, internally and externally."*



24. REWARD AND RECOGNITION



- 24.1 Force awards are held annually, and our 2024 award ceremony was attended by 150 recipients. Attendance was managed via direct invitations through our internal email communications platform. The night was captured and shared on social media externally and shared internally via a Beat article and a bespoke email communications to all colleagues which received very high engagement with a 9% click rate. (This is higher than the industry standard for internal communications of 4.73% click rate.)
- 24.2 The team has worked closely with COEST to expand reward and recognition mechanisms to cover specific recognition for each portfolio under the new operating model which will be covered in 2025/26.
- 24.3 The second Police Staff Recognition event was held at headquarters. The internal communications team produced recognition cards for all nominees, which were positively received and contributed to a sense of appreciation among staff from both the organisation and their nominators. The event also provided an opportunity for colleagues to interact with staff members outside their usual networks. Feedback indicated that participants felt the event demonstrated leadership's commitment to staff engagement and emotional investment, fostering a greater sense of value among police staff, particularly given previous feedback around limited recognition of their contributions.
- 24.4 "I felt that the talk given by CC Mark Hoborough was heartfelt and very natural. To feel appreciated for all the work that goes on behind the scenes is a great thing. Makes us feel like part of the wider police community." - feedback from a colleague collected via a survey.



25. EMPLOYEE OPINION SURVEY 2024

- 25.1 We ran a campaign to promote our 2024 employee opinion survey throughout November which led to an increase on engagement of 1.1 per cent on the 2022 survey, totalling 38 per cent of colleagues. We hope to grow this engagement rate this year by working through the Engagement Board to promote to colleagues a corporate level action plan that prioritises the areas we will focus on. Pillar workstreams and department leads can also take forward local action plans – a toolkit we've developed supports them with this process.

26. VIOLENCE AGAINST WOMEN AND GIRLS

- 26.1 In support for the OPCC led 'Words Matter' event held at headquarters, we created a number of talking point cards to link the exhibition to the challenges we face in rebuilding trust and confidence amongst women and girls. We promoted the event to colleagues using digital signage and content on The Beat to encourage participation in the exhibition. As part of our white ribbon day content, we promoted the introduction of a new domestic abuse policy and guidance for officers, staff and volunteers. This was read by 768 colleagues.
- 26.2 A police constable shared his own story as a survivor of domestic abuse, which helped position our domestic abuse champions programme and sought to break down barriers around men reporting domestic abuse. This was read by 1117 colleagues and was one of our most highly engaged pieces of content in 2024 (210 likes and 15 comments).

27. CULTURE AND OUR VALUES

- 27.1 Our activity to promote and connect colleagues to our strategy is underpinned by our work to help develop our culture. Our activity is focused on helping define the culture we want and clarifying the culture that we don't want. This centres on setting out standards of behaviour, for example when reporting on misconduct hearing outcomes, alongside positioning and celebrating our values in action.
- 27.2 In December, we supported the launch of our new PSD advocates programme. We worked alongside the GEN network to position their support and advocacy to help increase trust and confidence amongst female colleagues. This included a quote in the main article on The Beat from the GEN chair – the network also promoted the names and contact details for the new PSD advocates to female colleagues through the GEN network Viva Engage group.
- 27.3 Issue three of the PSD Times, the internal magazine covering professional standards matters was published in September 2024. The objectives of this internal publication include to share learnings uncovered through PSD

investigations to influence colleague behaviour and help prevent future misconduct issues and to improve awareness and confidence around channels available to colleagues to report misconduct issues or seek support.

- 27.4 This issue was opened by 70% of colleagues. This is slightly higher than average open rates for our weekly publication The Bulletin (66%) and demonstrates the popularity of the publication amongst colleagues.
- 27.5 In light of past PSD investigations, we opted to send a proactive message to colleagues ahead of the Christmas party season to remind people of our expected standards of behaviour. This had an open rate of 77%.

28. CHANNEL DEVELOPMENT

- 28.1 We are committed to continuously reviewing and improving our channels and content to help ensure our internal communications reach the right people, with the right message, at the right time.
- 28.2 In 2024/25, we started work to develop and improve our channels to reflect our digital first approach and support agile working in ways that are future proofed. This includes more use of digital signage and work to restructure and improve user experience on our intranet platform – The Beat. In 2025/26, this work will proceed with the development of new pages for the pillars on the Beat and an examination of options to expand digital signage throughout the estate to increase communication with colleagues, particularly frontline officers.

29. YSTYRIAETHAU ARIANNOL | FINANCIAL CONSIDERATIONS

- 29.1 There are no financial considerations.

30. YSTYRIAETHAU PERSONEL | PERSONNEL CONSIDERATIONS

- 30.1 There are no personnel considerations.

31. YSTYRIAETHAU CYFREITHIOL | LEGAL CONSIDERATIONS

- 31.1 There are no legal considerations.

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



- 32.1 This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.
- 32.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

33. **RISG | RISK**

- 33.1 N/A

34. **BUDD Y CYHOEDD | PUBLIC INTEREST**

- 34.1 In producing this report, has consideration been given to 'public confidence'?
- Yes.**
- 34.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain?
- Yes.**
- 34.3 If you consider this report to be exempt from the public domain, please state the reasons:
- N/A.**

35. **AWDUR YR ADRODDIAD | REPORT AUTHOR**

- 35.1 Carys Thomas, Acting Head of Corporate Communications

36. **PRIF SWYDDOG ARWEINIOL | LEAD CHIEF OFFICER**

- 36.1 T/Deputy Chief Constable Nicky Brain

37. **ATODIADAU | ANNEXES**

- 37.1 N/A

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

- 38.1 This report has been presented to the following oversight board: **People Board**
- Meeting chaired by: **T/ACC Nick McLain**
 - Meeting date: **22/07/25**

- Actions or amendments arising from meeting: **No.**

38.2 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: **None.**

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

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

38.5 **Signature:**

A handwritten signature in blue ink, appearing to read 'M. K. Brain', is written over a light blue grid background.

38.6 **Date: 14 August 2025**

