

DRAFT

Gwent Police Authority

Gwent Policing Plan 2010 – 2013

*Gwent Police Authority's vision is to make Gwent a safer place.
Gwent Police will support this vision by protecting and reassuring local communities.*

OUR POLICING PLEDGE

- We will always treat you fairly.
- We will make sure you know how to contact, and work with, Neighbourhood Policing Teams.
- Those teams will be visibly working for you 80 percent of their time.
- The Neighbourhood Teams will get back to you within 24 hours. If necessary, we will provide a more detailed response as soon as possible.
- We aim to answer 999 calls within 10 seconds, and we will get to emergencies as soon as we safely can do so. We aim to reach you within 15 minutes in towns and cities and 20 minutes in rural areas.
- In other cases, if you need us, we'll aim to be there within an hour for neighbourhood priorities (you can see what they are on our website). If it's better for you, we'll make an appointment within 48 hours of your call, or we'll gladly give advice, answer questions or put you in touch with someone who can help.
- We want to meet with people in your neighbourhood at least once a month – either in formal PACT (Partnerships and Communities Together) meetings, which are advertised, or please invite us to your group. We will come to groups like mother and toddlers, pensioners, football clubs or even the local supermarket.
- We'll provide updates every month on local issues.
- If you've been a victim of crime and you'd like us to visit, we will. We'll agree how often you want information on how the case is progressing – it could be every month.
- If you are not happy with our service, we'll work with you to resolve things.

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HOW TO CONTACT US

In an emergency dial 999 (999 or 112 if using a mobile telephone)

It is an emergency if there is a threat to life, if there is a risk of serious injury; or if you suspect a crime is in progress or is about to be committed. We have introduced an SMS texting service for members of the deaf community to use in the event of an emergency.

Non-emergencies can be reported by dialling 101

Gwent Police have introduced a new non-emergency phone number. The type of incidents that can be reported using the new 101 number include vandalism, graffiti, intimidation and harassment, drunk or rowdy behaviour, drug-related and anti-social behaviour.

Police stations

Newport, Cwmbran and Blackwood stations are open 24 hours every day. The opening hours of other stations are published on our website www.gwent.police.uk and in the Local Policing Summaries that are circulated to households in the summer months.

Electronically

A lot of information, including this Plan, can be found on our websites at www.gwent.police.uk and www.gwentpa.police.uk

In writing

You can write to either the Chief Constable of Gwent Police or the Chief Executive of the Gwent Police Authority at:
Gwent Police Headquarters, Turnpike Road, Croesyceiliog, Cwmbran NP44 2XJ.

Other useful contact numbers

Gwent Police Authority can be contacted on **01633 642200**.

Gwent Police has a **Minicom** help line for people with impaired speech and/or hearing. Call **01633 877574**.

If you wish to give information anonymously, you can also contact **Crimestoppers** on **0800 555 111**.

HOW TO CONTACT US

Quality and Service Recovery

If you think any of our officers or staff could have served you better (this includes police officers of any rank up to, and including, Chief Superintendents, special constables, police community support officers or members of police staff), you can contact us in a number of ways:

- telephone **101**;
- visit a police station;
- write to the Detective Superintendent in charge of the Professional Standards Unit at Police Headquarters;
- write to the Chief Constable at Police Headquarters;
- contact your local Citizens Advice Bureau, Racial Equality Council, Youth Offending Team or Probation Service, all of which can provide information;
- contact a solicitor or your MP/AM and ask them to make a complaint for you;
- nominate a person to act on your behalf (they must have your written consent);
- contact the Independent Police Complaints Commission (IPCC) at

Unit 2, Eastern Business Park,
Wern Fawr Lane, St Mellons, Cardiff, CF3 5EA
Tel: **08453 002 002** (local rate)
Email: enquiries@ipcc.gsi.gov.uk

The IPCC will pass the details of your complaint to Gwent Police.

For complaints in respect of Chief Officers of Gwent Police (Chief Constable, Deputy Chief Constable, Assistant Chief Constable and the Director of Finance and Administration), you should contact:

Chief Executive, Gwent Police Authority, Turnpike Road, Croesyceiliog, Cwmbran NP44 2XJ
Telephone: 01633 642200 Fax: 01633 643095 E-mail: policeauthority@gwent.pnn.police.uk

FOREWORD

This Plan presents our policing plan for 2010-2013, which sets out how policing in Gwent will be improved and developed during the next three years. In preparing this Plan, care has been taken to balance the priorities of the Government, set out in the Strategic Policing Priorities, with regional priorities and the wishes of the local community.

We will continue to maintain the investment we have made in neighbourhood policing and partnerships. The policing service within each Local Authority area is managed by a Police Superintendent, to ensure the issues that matter locally can be addressed. We will work to increase public confidence and satisfaction with our service as we respond to the public in accordance with the Policing Pledge. Our Policing Pledge is a set of promises from Gwent Police on the service we provide to communities in Gwent.

We will remain vigilant to the threat of terrorism - both domestic and international, whilst at the same time seeking to improve the confidence of all communities within Gwent. We will continue to work within our communities to build trust, understanding and tolerance. Our officers and staff will be present and visible, not just in times of crisis, but day-to-day in order to build trust and reassurance within the communities we serve.

The police service, like other public services, faces challenging financial constraints and increasing demands. We are working with other agencies, and in particular with the other police forces within Wales, on collaborative working arrangements where we believe this can provide a more effective and financially viable service for the people of Gwent. The aim continues to be to maintain effective local policing, whilst seeking new working relationships with other forces to deal with the challenges of the serious crime, major incidents and large scale threats we may face.

This Plan presents the priorities of the Gwent Police Authority for the next three years. We believe that by implementing this Plan, we can, with our partners in other agencies, in particular, the Community Safety Partnerships, the Local Criminal Justice Board and the wider community, deliver a safer Gwent.

We wish to thank the public for their continued support, to members of Gwent Police Authority, to Gwent Police officers, police staff and staff in the Authority's secretariat for their sustained commitment and achievements in aiming to deliver a better Gwent through neighbourhood policing.

P E Davies OBE JP
Chair

Draft Gwent Policing Plan 2010-2013
March 2010

M Giannasi
Chief Constable

GWENT POLICE AUTHORITY

Gwent Police Authority:

- ensures that the Chief Constable delivers a police service that balances both national strategic priorities with the concerns of local people;
- makes sure the police work to keep improving policing for your community;
- sets local priorities based on consultation with local people;
- makes sure that people have a say in how they are policed;
- monitors police performance and holds the Chief Constable to account of behalf of the community;
- promotes equality and good relations between different groups of people. As part of this, it informs people of their rights if they are stopped and searched by the police;
- monitors complaints against the police;
- manages the police budget including setting the police part of the council tax in consultation with local people;
- appoints the Chief Constable and senior police officers;
- is an independent body of 17 local people including councillors and members of the public.

Gwent Police Authority is an equal opportunities organisation that is committed to the promotion of equality in service provision and employment. We operate a culture of fairness and inclusion that promotes equal opportunities and good relations between all whilst recognising different needs. We aim to ensure that members of staff, Authority Members, volunteers and the communities we serve are treated equitably, with integrity and respect, irrespective of age, disability, ethnic origin, gender, marital status, nationality, race, religion or belief, sexual orientation, social position or transgender. We strive to provide a working environment and service delivery that is fair and responsive to individual need. The Authority published its Single Equality Scheme in the Spring of 2009 following a process of research, consultation and development. It is available on the website at www.gwentpa.police.uk

GWENT POLICE – PROTECTING & REASSURING

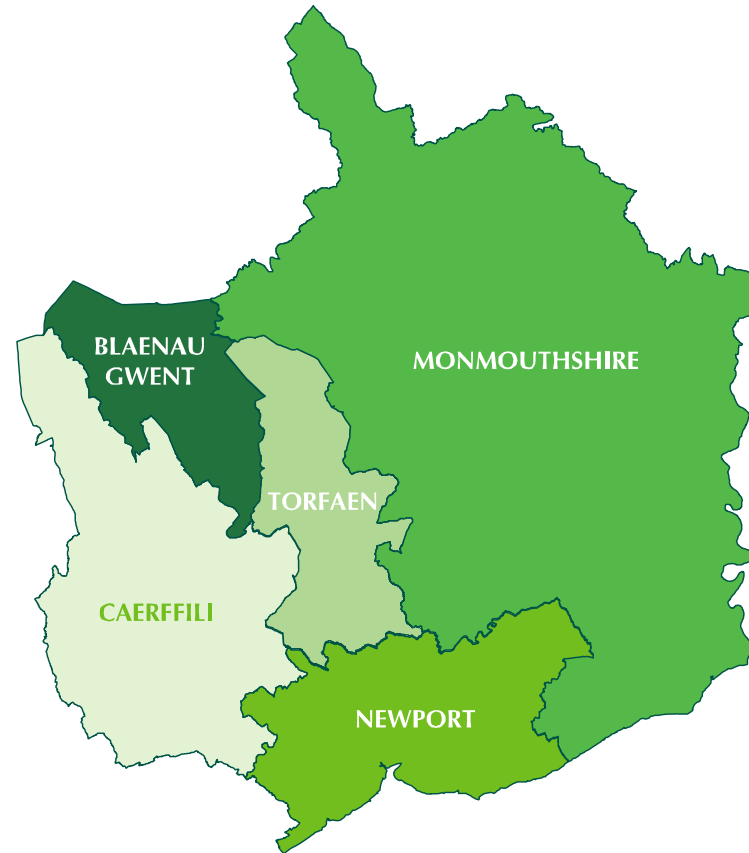
Gwent Police is led by the Chief Constable. He is supported in his role by the Deputy Chief Constable, the Assistant Chief Constable and the Director of Finance and Administration.

Gwent Police has six Service Areas - Neighbourhood Policing & Partnership; Response Policing; Crime Investigation; Operational Support; Service Development; and Business Support.

Neighbourhood Policing is delivered from Local Policing Units which are aligned to Local Authority areas. These units comprise of dedicated neighbourhood teams made up from regular Police Officers and Police Community Support Officers who are responsible for policing at a ward level.

Response Policing (Police Officers responding to emergency and priority calls) are based in five locations across Gwent. This service area also covers call management, custody and the command of critical incidents.

Operational Support delivers a range of services to protect the public from the harm caused by serious organised crime and terrorism at a national and international level.



The prevention, investigation and detection of crime are core functions of policing. The Crime Investigation service area has been structured to work with our partners to: investigate crimes and criminals in neighbourhoods; investigate offending behaviour across the boundaries of Local Authorities; and to investigate the more serious offences of homicide, serious violence and sexual offences.

Service Development and Business Support provide the non-operational support functions, such as corporate communications, finance, administration, human resources and performance monitoring. They provide the necessary support for police officers and ensure the smooth day-to-day running of the organisation.

OVERVIEW OF THE PLAN

Every police authority is required to publish a Policing Plan. In preparing the Plan, Gwent Police Authority and the Chief Constable must:

- have regard to the views of local communities and ensure coherence between Policing Plans, Community Safety Partnership strategies, the Gwent Criminal Justice Board Strategy and Strategic Assessments (Force, Regional and National);
- have regard to the strategic policing priorities determined by the Home Secretary; and
- take account of any guidance on the content and form of the plan issued by the Home Secretary/Home Office.

This Plan will tell you about:

- our vision for policing the area of Gwent;
- our priorities within the framework of the Police Report Card and how we are intending to deliver on them;
- our partnership working with Community Safety Partnerships, Local Service Boards, Police Authorities and others;
- our performance against last year's Plan; and
- the resources available to us.

The priorities presented within this Plan have been discussed and agreed jointly between Gwent Police Authority and Gwent Police. The following factors were taken into account in the process of deciding on the priorities:

- community consultation and engagement through neighbourhood policing meetings;
- performance indicators, particularly in relation to the Policing Pledge and the target for confidence and satisfaction in the Police;
- partnership consultation;
- strategic assessments (force, regional and national); and
- inspections conducted by Her Majesty's Inspectorate of Constabulary.

The priorities for the next three years are summarised within the context of the new Police Report Card. This is the new framework within which Her Majesty's Inspectorate of Constabulary will compare police forces across England and Wales.

This Policing Plan should be read in conjunction with the National Community Safety Plan 2008 - 2011 and the National Policing Plan for Wales 2010-2013 which can be found on the Gwent Police Authority website www.gwentpa.police.uk.

PRIORITIES FOR POLICING IN GWENT

***Gwent Police Authority's vision is to make Gwent a safer place.
Gwent Police will support this vision by protecting and reassuring local communities.***

The strategic priorities in this plan are presented within four main sections: namely, Confidence and Satisfaction; Local Crime and Policing; Protection from Serious Harm; and Staffing and Costs. These sections reflect the structure of the policing information presented to members of the public as part of the Police Report Card. The Police Report Card has been designed to help the public answer questions about their forces, such as "How safe am I?", "How good are my local police?" and "Am I getting good value for money?". Information can be viewed via the following link: www.MyPolice.org.uk.

The priorities presented within this plan have been discussed and agreed between Gwent Police and Gwent Police Authority. They are supported by detailed action plans which will be monitored regularly by the Chief Constable and by the Police Authority via committee meetings. We will actively manage our performance across a range of measures. Gwent's recent performance and the Police Report Card performance framework are presented in more detail in Annex D.

CONFIDENCE AND SATISFACTION

Strategic Priorities

- **To continue to raise public confidence;**
- **To further improve how well we achieve our aims under the Policing Pledge;**
- **To work with the National Policing Improvement Agency to ensure we meet the Citizen Focus Hallmarks of Success; and**
- **To continue to deliver a first class quality of service to victims of crime and anti-social behaviour.**

Context

It is recognised that positive perceptions of neighbourhood policing and the way the police engage with local people are closely linked with public confidence.

The public confidence target for Gwent Police and for local councils within Gwent is to ensure that the public agree that the police and local council are dealing with the crime and anti-social behaviour issues that matter in their area. The target is 52% by March 2011, rising to 57% by March 2012. This represents a single top down target for the police and local councils and it is recognised that all other measures contribute to improvements in public confidence. In Gwent, the public confidence baseline for improvement was 39% in 2008. By 2009, this had risen to 46% (the largest percentage improvement in England and Wales). We are pleased with the results of our most recent public survey (January/February 2010) which reported that more than half of people living in Gwent are confident that the police and local council are dealing with the anti-social behaviour and crime issues that matter to them. The Public Confidence Tasking Group oversees a range of initiatives and activities specifically focussed on raising public confidence in the service provided by Gwent Police. This includes activities designed to improve performance, increase visibility and reassure the public that Gwent is a safe place to live.

Progress

Over the past three years, we have established neighbourhood policing teams in all parts of Gwent. These teams are made up of Police Officers, Police Community Support Officers and members of the community who wish to be involved in the improvement of the quality of life in their local area through becoming Special Constables or Community Volunteers.

Neighbourhood policing team resources have increased during 2009/10 by 25 officers and we will maximise their impact on the things that matter to local people by prioritising local concerns raised through PACT (Partnerships and Communities Together) meetings. We will continue to solve local problems in partnership with other agencies including the creation of Offender Management Units to address criminality committed by prolific offenders.

Our pledge to our communities outlines our commitment to regular engagement activity which allows local people to meet members of local neighbourhood policing teams to discuss local policing issues. We will explore new ways to improve how we engage, and, in particular, how we reach out to meet the needs of all local people for whom we provide a policing service.

Consultation forms a major part of the annual community engagement programme which is managed jointly by Gwent Police Authority and by Gwent Police. It enables us to reach a broad cross-section of people and representatives of the local community. We use information gathered to identify public priorities that in turn are used to influence our policing plan priorities and local policing activities.

We recognise the importance of developing and maintaining a service that is readily accessible to the people of Gwent.

Neighbourhood response teams provide rapid attendance at emergency and priority calls for assistance from the public. This is one of the key 24 hour services provided by Gwent Police in support of the community. Neighbourhood response teams also manage a 'diary car' system that provides a service by appointment to members of the public at a time that is convenient to the caller.

Our Communications Suite provides a high quality response to all calls for services including diary appointments, emergency calls for assistance (999) and a unit that can investigate crimes, provide intelligence and task other Force resources to support victims. The Communications Suite also manages the 101 call centre for 'non emergency' calls from the public.

Facilities continue to be upgraded to improve accessibility to police buildings for disabled members of the public in line with the requirements of the Disability Discrimination Act.

The Gwent Police website www.gwent.police.uk makes a wide range of information available to the public - from neighbourhood policing team details to times and dates of PACT meetings (Partnerships and Communities Together). The Gwent Police Authority website www.gwentpa.police.uk makes a wide range of information available to the public – from Statutory Publications and minutes of public meetings to contact details of Police Authority members.

Objectives

- We will continue to develop more flexible and innovative ways to keep our communities informed of action that we have taken. We will also monitor how well we maintain our commitments as described in the Policing Pledge;
- We will monitor a range of performance indicators that measure public satisfaction with the service that we provide – for example, the percentage of people who agree that the police are dealing with local concerns;
- We will develop our staff so that they understand the part they can play in enhancing confidence in Gwent Police; and
- We will continue to actively engage with communities to understand their issues and requirements.

Police Report Card Measures

The measures will assess the levels of public confidence in Gwent Police and the levels of satisfaction of victims with the service provided by Gwent Police. They are as follows:

- Percentage of people strongly/ tend to agree that police and local councils are dealing with the anti-social behaviour and crime issues that matter in their area (single confidence target);
- Satisfaction of victims and users with service delivery;
- Comparative satisfaction with service delivery (black/minority/ethnic and white);
- Percentage of people perceiving high levels of anti-social behaviour;
- Percentage of people who agree that the police are dealing with local concerns; and
- Policing Pledge Inspection.

Our most recent results for the Police Report Card assessment can be found in Annex D.

LOCAL CRIME AND POLICING

Strategic Priorities

- **To continue, in partnership, to improve our neighbourhood policing service;**
- **To minimise the impact of crime on individuals and communities; and**
- **To minimise the impact of anti-social behaviour on individuals and communities.**

Context

It is recognised that good information gathered from local communities will improve the effective work of the police service in relation to identifying individuals and groups who commit crime and anti-social behaviour.

Progress

Neighbourhood teams hold regular meetings and local surgeries where members of the public can raise issues of local concern.

Throughout the year, Gwent Police Authority staff and Gwent Police officers meet with Community Safety Partnership staff from each of the five local authority areas to ensure that, where appropriate, we jointly agree priorities to which all agencies can contribute. Current priorities include the following: tackling anti-social behaviour; increasing confidence and satisfaction; tackling substance misuse, violent crime, property crime and criminal damage; addressing the fear of crime and disorder; and improving the street scene and the environment.

The Community Cohesion Team, which is based within Neighbourhood Policing, bridges a link between the Force and members of the community from hard to reach and minority groups. The team is able to provide support by helping to identify the needs and concerns of our communities as well as any tensions which may exist. The team is a point of contact for officers completing community impact assessments and is able to provide specialist advice around different cultures.

The team also involves the community in police training by using community volunteers for role-plays, community placements for Police Community Support Officers and student officers and community inputs during training courses.

The team maintains an overview of hate crime, offering advice and support to anyone dealing with a hate incident or crime, whilst creating tools for continual monitoring of the correct identification, reporting levels, and investigation outcomes.

Gwent Police also works with accredited persons (both in the private and public sectors) to improve community safety and security and to combat crime and disorder, public nuisance and other forms of anti-social behaviour. Persons who have been accredited via the Community Safety Accreditation Scheme (Police Reform Act 2002) may exercise some of the powers of a police constable. Trading Standards officers in 18 of the 22 Welsh Local Authorities have been accredited with Gwent Police as the lead Force. It has been agreed that Welsh Cycling will also be accredited on an All-Wales basis again with Gwent Police as the lead force. The Accreditation Scheme continues to expand and we will endeavour to process applications on a case-by-case basis.

Critical incidents occur from time to time and require the co-ordination of large numbers of our staff to maintain public safety. This co-ordination is undertaken by a small group of senior officers on a 24-hour basis. It ensures that the Force is constantly able to react to events as they happen. In the event of a critical incident, members of the Independent Advisory Group may act as critical friends in assisting with the investigation, communicating effectively with members of the community and minimising any negative impact that the incident may have on the public. The Independent Advisory Group is made up of individuals who are drawn from diverse minority communities in Gwent.

Our custody suites are designed to ensure the safe detention of individuals who have been arrested whilst the offence is investigated.

Objectives

- We will monitor the amount of time neighbourhood officers are working visibly within your communities;
- We will maintain neighbourhood policing levels;
- We will develop our partnership working. In particular, we will review our work with Community Safety Partnerships against the six key hallmarks of success;
- We will continue to involve communities in the delivery of local services;

- We will develop approaches to ensure effective first resolution of neighbourhood issues and, where this fails, that service recovery is rapid;
- We will monitor the crime levels across a range of crime types and against other similar forces;
- We will work to improve the ratio of offences brought to justice for all crimes; and
- We will ensure that we work with our partners in protecting communities from harm by developing proportionate plans to support the implementation of the All-Wales PREVENT strategy.

Police Report Card Measures

The measures will assess the extent to which Gwent Police reduces crime, solves crime and maintains a presence in our neighbourhoods. They are as follows:

Local Crime and Policing – Reducing Crime

- Burglary in a dwelling rate per 1,000 population;
- Robbery rate per 1,000 population;
- Violence against the person (with injury) per 1,000 population;
- Vehicle crime per 1,000 population (including interference); and
- Criminal damage rate per 1,000 population.

Local Crime and Policing – Solving Crime

- Burglary in a dwelling sanction detection rate;
- Robbery sanction detection rate;
- Violence against the person (with injury) sanction detection rate; and
- Vehicle crime (including interference) sanction detection rate.

Local Crime and Policing – Neighbourhood Presence

- Policing Pledge Point 3 – Ensure your Neighbourhood Policing Teams and other police patrols are visible. Officers will spend at least 80% of their time visibly working in neighbourhoods tackling your priorities;
- HMIC Phase 2 Inspection – Neighbourhood Policing result;
- percentage of time spent by neighbourhood policing teams visibly working in neighbourhoods tackling local priorities;
- crime rates for burglary, robbery, violence against the person, vehicle crime and criminal damage; and
- crimes solved for burglary, robbery, violence against the person and vehicle crime.

Our most recent results for the Police Report Card assessment can be found in Annex D.

PROTECTION FROM SERIOUS HARM

Strategic Priorities

- **To work with our partners in the criminal justice system to further improve the proportion of offences brought to justice;**
- **To work collaboratively to deliver effective counter-terrorism and serious and organised crime protective services;**
- **To continue to work to prevent people engaging in or supporting terrorism or violent extremism through PREVENT; and**
- **To further reduce the number of people killed or seriously injured in road collisions;**

Context

The majority of policing activity happens within local neighbourhoods. However, a small number of dangerous people present a serious threat to individuals and communities – such people include terrorists, drug traffickers and sexual offenders. The police response in such cases is delivered by specially trained officers, who often work “behind the scenes” and in collaboration with staff in other law enforcement agencies.

Progress

Crime Investigation officers and staff are effectively trained and equipped to deal with all levels of criminality. Their enhanced skills improve our capability to respond to all policing challenges and demands. Officers and staff also work in partnership with Local Authorities and other statutory and voluntary agencies. This partnership work improves our use of community intelligence, allows us to provide multi-agency responses to community issues and to enhance our capability to protect and reassure the public.

Resources are deployed throughout the force area to provide an effective capability and capacity to investigate, detect and reduce crime and disorder through enforcement and education.

Operational Support officers provide support to the Force when specialist skills and training are required to deal with a wide range of policing demands from public disorder to critical incidents. Operational Support officers and staff are effectively trained and equipped to enhance our capability to respond to all policing challenges and demands which threaten public and personal safety. We also work in partnership with Local Authorities and other agencies to improve road safety and to prepare for emergencies such as flooding, disasters or other civil emergencies.

Objectives

- We will continue with a three-year plan toward compliance with the Association of Chief Police Officers' standards for Protective Services by 2011;
- We will continue to improve our service to victims and witnesses of Major Crime, Serious Violence, Rape and Serious Sexual Assault;
- We will ensure the accreditation of all investigators to provide quality investigations in compliance with the Professionalising Investigation Programme;
- We will work with partners to deliver the PREVENT Delivery Plan to support the National CONTEST Strategy;
- We will contribute to the development of a regional strategic assessment of the threats on the road network in Wales. Once completed, this review will provide guidance on improvement through greater collaborative working;
- We will continue to develop our business continuity planning to minimise the impact on disruptions to normal policing. The Ryder Cup in 2010 is a high profile event that is demanding an increasingly high level of resources to ensure Gwent Police are able to support a timely iconic event which will showcase Wales to the World;
- We will develop our response to critical incidents to improve the decision making and resolution for incidents, safeguarding the public and our officers; and
- We will continue to develop our inter-agency work through the Local Resilience Forum which is chaired by the Chief Constable.

Police Report Card Measures

The measures will assess the extent to which Gwent Police investigates major crime, suppresses gun crime and knife crime, solves sexual offences and reduces road deaths and injuries. They are as follows:

- HMIC Phase 2 Inspection – Major Crime results;
- Gun crime rate per 100,000 population;
- Knife crime rate per 1,000 population;
- Serious sexual offences sanction detection rate; and
- People killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.

Our most recent results for the Police Report Card assessment can be found in Annex D.

STAFFING AND COSTS

Strategic Priorities

- **To implement an improved business support service that supports front-line delivery as efficiently and cost effectively as possible;**
- **To further improve our effectiveness through collaboration, utilisation of technology and reduced bureaucracy;**
- **To devise strategies and policies to ensure Gwent Police is an employer of choice; and**
- **To continue with initiatives to maximise the utilisation of our personnel in relation to attendance and performance.**

Context

People are the principal means by which we can deliver our objectives and targets. The annual Human Resources and Training Plans aim to get the right people with the right skills, in the right place at the right time, in order to meet the needs identified in this Plan.

The police service has received funding increases in real-terms during the last decade. However, during the years ahead, police forces will be expected to achieve more while at the same time reducing their costs.

Progress

Gwent Police has been reviewing its organisation to improve efficiency and to ensure that it is in the right shape to meet future demands. The objective of the 'Staying Ahead' review programme is to ensure that the organisation is positioned to deliver the best possible service to the people of Gwent within the resources available. Every aspect of the organisation is being reviewed.

A key challenge for 2009-2010 was to fundamentally review the business support processes and structures, to ensure that economic, efficient and effective support and assistance is provided to the newly reconfigured operational service areas of the organisation.

Whilst the review of the Business Support Area was designed to ensure that it meets the demands of operational policing, a crucial outcome of the review is to realise efficiency savings, in order to help the Authority to address the £10m recurring budgetary shortfall it faces by 2012. In addition, we will aim to reduce overheads and increase the proportion of police officers and staff delivering frontline services.

The establishment figures for police officers and staff are presented in the tables below:

TABLE 1 – Gwent Police Employees (full-time equivalent as at 31st January 2010)

Work Streams	Police Officers	Police Staff	Traffic Wardens
Neighbourhood Policing & Partnerships	496.35	228.89	15.92
Response	441.51	158.96	
Crime	254.60	300.73	
Operational Support	167.85	23.46	
Business Support	13.00	141.76	
Corporate Service Development	14.00	82.41	
Other	32.00	21.21	
TOTAL	1419.31	957.42	15.92

TABLE 2 – Gender and Ethnicity of Gwent Police Employees (full-time equivalent as at 31st January 2010)

	Male	Female		White	Black/Minority/ Ethnic
Police officers	1048.30	371.01		1397.31	22.00
Police staff (excluding Traffic Wardens and PCSO's)	321.45	485.96		800.41	7.00
Traffic Wardens	6.00	9.92		15.92	0.00
Police Community Support Officers	71.81	78.20		147.01	3.00
TOTAL	1447.56	945.09		2360.65	32.00

Special Constables drawn from the community provide an additional 143 officers to assist frontline policing, supporting and working alongside regular officers. In addition to this we have 31 *Community Volunteers* who assist in keeping many of our police stations open for longer and to release even more police officers for patrol duties. **We are seeking to increase our number of community**

volunteers using a range of capacity building initiatives. If you would like to become a Community Volunteer contact our Specials and Community Volunteers Co-ordinator on 01633 247911.

Gwent Police has continued to work closely with other agencies and police forces, particularly within Wales, to share resources to achieve improved policing outcomes.

Expenditure Projections and Efficiency & Productivity Improvements

Recent budget setting rounds have consistently shown that the budgetary increase year on year required to maintain the purchasing power of existing budgets and accommodate unavoidable service pressures, is far in excess of the year on year rise in overall funding. This situation places significant pressure on the organisation to deliver efficiency opportunities and limits its capacity to fund discretionary service pressures.

Consistent with the theme over recent financial years, the current Medium Term Financial Projections (MTFP), indicate a recurring budgetary imbalance (before efficiencies and savings) for the 2010/11 financial year of £7.71m and between £9.90m to £14.77m for the 2011/12 financial year. **Therefore, the budget setting exercises for 2010/11 has focussed on the need to identify and maximise the efficiencies and savings required to deliver a balanced recurring budget in 2010/11 and beyond.**

The Staying Ahead Review is a comprehensive exercise to identify more efficient working practices and save money. This Review has identified the operational structures required to deliver the necessary policing services to the community over the coming years. This structure was implemented in March 2009. In addition, the Review also identified £10.52m of Cash Releasing Efficiency Savings (CRES) and other savings by 2012/13, of which £3.74m is confirmed in 2009/10, £3.99m in 2010/11, £2.75m in 2011/12 and £0.04m in 2012/13. Assuming the full realisation of these savings, the recurring budgetary deficit is £0.60m in 2010/11, £0.04m to £4.91m in 2011/12 and £0.90m to £10.86m in 2012/13. Therefore the momentum of identifying and realising recurring efficiency and other savings needs to be maintained into the future.

The table below details the identified savings to date:

Cashable Efficiencies From Staying Ahead Review	£m
Reduction in Police Officer and Staff Overtime	1.0
Procurement Activity	0.5

Process Improvement Work	0.4
Improved Deployment of Personnel	1.0
Cost Reduction in Information Services	1.5
Reduction in Overhead Expenses	3.0
Streamlining Support Services	3.2
Total Identified Savings to Date	10.5

With regard to the national efficiency improvements target of 10.3% of gross revenue expenditure by the end of the three year CSR2007 period (April 2008 to March 2011), certain improvements in efficiency and productivity can be included in addition to CRES. Currently, £14.4m of improvements in efficiency and productivity (including £10.52m of CRES) have been identified against the £12.58m (10.3%) target. Since the introduction of efficiency improvement targets in 1999, excluding the above, the Authority has achieved over £8m recurring CRES and over £21m of other efficiency improvements.

Gwent Police will be pursuing further frontline service improvements and efficiency in accordance with the Government's guidelines included in the Productivity Framework, Reducing Bureaucracy in Policing and the White Paper - Protecting the Public: Supporting the Police to Succeed.

The service development activities will aim to reduce the use of overtime working, ensure the processes for crime and incident management are efficient and effective, look for innovative ways to provide better service delivery to the public and improve communication and feedback.

2010/11 Budget

The tables below show the funding of the revenue and capital budgets.

	2009/10	2010/11
	£'000s	£'000s
Revenue Budget		
Gross Revenue Budget	132,601	137,266
Less Income	(7,301)	(8,166)
Net Revenue Expenditure	125,300	129,100

Financed by:

General Police Grant (Home Office)	47,104	48,159
Revenue Support Grant (Welsh Assembly)	18,961	19,244
National Non-Domestic Rates (Welsh Assembly)	16,554	17,281
Council Tax Precept	35,231	36,932
Specific Grants (Home Office)	7,450	7,484
Total Revenue Financing	125,300	129,100

The gross revenue expenditure required to provide the planned level of services for 2010/11 is £137.27m. Deducting income of £8.17m leaves a required net revenue expenditure of £129.10m, representing an increase of 3.03% over 2009/10.

Home Office and Welsh Assembly Government funding has increased by £2.07m (2.50%) over 2009/10, however, this increase in central funding is insufficient to fund the net increase in the necessary level of expenditure during the year. Reluctantly, therefore, the Police Authority has approved an increase in **Council Tax Precept of 3.85% (£6.72 increase per annum on a band D property) to fund the shortfall.**

The initial 2010/11 Capital Programme of £2.76m has been approved by the Authority and reflects our commitment to maintain and improve the quality of the Authority's estate and vehicles and to ensure information technology is exploited and utilised in addressing the requirements of modern policing. However, this initial Capital Programme will be developed during 2010/11 to reflect the estate, IS&T and fleet strategies resulting from the 2011 Review and will reflect the organisation's requirements for investment in assets in order to improve efficiency and support the delivery of police services. At present, the initial programme will be funded by Capital Grant from the Home Office (50%) and contributions from previously earmarked reserves (50%). The future work to implement the capital strategies (predominantly the estate strategy) will be funded from reserves created specifically for that purpose.

	2009/10 £'000s	2010/11 £'000s
Capital Budget	3,720	2,756
<i>Financed by:</i>		
Capital Grant	1,382	1,382
Borrowing	774	0
Contribution from Reserves	1,564	1,374
Total Capital Financing	3,720	2,756

Objectives

- We will develop and implement strategies for Estates, Human Resources, Information Services and Fleet. Key elements of these strategies will be: changing the estate to facilitate operational policing, whilst reducing its running costs; delivering the right people with the right skills, in the right place at the right time; utilising new technology to improve communication and deploying resources to meet objectives;
- We will implement the Data Centre at Blaenavon. This is a partnership arrangement with Torfaen County Borough Council and the Welsh Assembly Government which will provide robust and efficient communications and data storage for Gwent;
- We will implement the recommendations from the Data Management Review which will see improvements in the quality and timeliness of our recording and reduce the cost;
- We will implement the centralised business support structure which will reduce back office costs and allow processes to be streamlined;
- We will use strategic and tactical assessments from both the operational and business sides of the organisation to support decision making with regard to resource allocation;
- We will run campaigns and assessment processes to recruit probationer constables and transferees to build the Force's establishment levels to match planned resource requirements by 31st December 2010;
- We will finalise local employment targets for under-represented groups during April 2010. Targets are currently being agreed for black/minority/ethnic and female staffing levels. These targets will be overseen by the Equalities and Human Resources Committee of Gwent Police Authority;
- We will review the criminal justice processes and the communications suite operations during 2010-2011;
- We will develop collaborative opportunities for business support functions; and
- We will develop the accessibility strategy which will provide better access to police services for the public.

Police Report Card Measures

The measures will assess the staffing levels and costs associated with the delivery of a police service to the people of Gwent. They are as follows:

- Number of officers per 1,000 population;
- Number of Police Community Support Officers per 1,000 population;
- Net cost per head population (from Chartered Institute of Public Finance and Accountancy police actuals and estimates);
- Average cost of policing per Band D council tax household; and
- Percentage of total police cost met from Council Tax.

Our most recent results for the Police Report Card assessment can be found in Annex D.

SUMMARY OF PERFORMANCE

Gwent Police performance is measured in a variety of ways and is monitored regularly throughout the year by Gwent Police Authority and by Chief Officers of Gwent Police. Gwent's performance results for last year and the Police Report Card performance framework for 2010-2011 are presented in more detail in Annex D.

Each year, Her Majesty's Inspectorate of Constabulary and other auditors conduct inspections of police forces and makes assessments of the standard of work across the various areas of activity. The results of our most recent assessments can be found at Annex E.

Gwent Police Authority and Chief Officers of Gwent Police monitor progress by measuring performance against the following:

- the public confidence target for Gwent Police and local councils within Gwent;
- the Policing Pledge;
- relevant local Community Safety Partnership priorities;
- relevant priorities identified by Local Service Boards within their Local Delivery Agreements;
- performance indicators for England and Wales (Analysis of Policing and Community Safety / Police Report Card);
- Her Majesty's Inspectorate of Constabulary's police performance assessments;
- internal and external audits; and
- local performance indicators.

The results of these measures will be made available to the public through our websites and through the publication of documents such as this plan, the Local Policing Summaries and the Annual Report.

We are pleased to report that during the second half of the financial year (2009-2010), crime levels have fallen. However we need to maintain our focus to ensure higher levels of public confidence and satisfaction.

We are pleased with the results of our most recent public survey (January/February 2010) which reported that more than half of people living in Gwent were confident that the police and local council were dealing with the anti-social behaviour and crime issues that matter to them. Tackling incidents of anti-social behaviour remains a priority, although the percentage change in anti-social behaviour incidents continues to reduce.

SUMMARY OF PERFORMANCE

The current detection rate continues to improve and closer scrutiny of outstanding crimes and priority detection areas of burglary, most serious violence and vehicle crime is essential. Within the Force, LISTEN checks can also drive performance forwards by serving the purpose of service recovery, system failure and staff performance for any area of concern that the Force focuses upon.

Concerted efforts across all areas of activity can drive the improvements in public confidence and satisfaction. Emergency response times, which feature within our Policing Pledge, are consistently at an exceptional level of performance.

Although, we have made significant improvements during 2009-2010, we recognise that there is still a need for further and continuous improvement. Many of our performance indicators are monitored regularly against the performance results of each of our most similar forces.

The National Policing Improvement Agency have consulted the public to find out what they would like to know about policing in their area and how best to present the information. The result is a web-based presentation which is designed to answer three main questions: “How safe am I?”; “How good are my local police?”; and “Am I getting good value for money?”. The Police Report Card has been designed to help the public answer these questions about their forces and, where relevant, about their Local Policing Units. The information is presented in four subject areas: namely, Confidence and Satisfaction; Local Crime and Policing; Protection from Serious Harm; and Staffing and Costs and can be accessed via the following link: www.MyPolice.org.uk.

ANNEX A: POLICE AUTHORITIES WALES

Police Authorities Wales (PAW) is a representative body of the four Police Authorities in Wales.

PAW was established in July 2007 as a statutory Joint Committee constituted by the Police Authorities under the Local Government Act 1972.

Recent national guidance and commentary reinforces the message that collaboration is the way forward. In its most recent publication "Protecting the Public – Supporting the Police to Succeed" the Home Office have made a commitment to ensuring that there is more effective collaboration between forces and with partners on everything from anti-social behaviour to serious organised crime and counter terrorism. The expectation is that leadership is clearer, less bureaucracy and more front line discretion: these changes are all creating a golden moment of opportunity for the police and the public. There can be no doubt that Wales remains at the forefront of collaboration across the UK and we intend to grasp this opportunity with both hands.

The main aims of PAW are to:

- support Police Authorities in securing efficient and effective policing services across Wales;
- uphold and champion the principles of local accountability and policing by consent;
- promote awareness of policing needs and the role and achievements of Police Authorities;
- consider and act upon issues affecting policing in Wales, particularly those under the control of the National Assembly for Wales; and
- seek to influence the policing agenda at a national level on behalf of Police Authorities and local communities in Wales.

Members of PAW are empowered to ratify proposals relating to the provision of joint services or facilities where such services or facilities may be provided under the Local Government Act 1972 or where the approval of the Police Authorities to the provision of such services or facilities is required under Section 23 of the Police Act 1996, where these have been included in the approved Annual Business Plan.

ANNEX A: POLICE AUTHORITIES WALES

PAW comprises 16 members, four from each of the Welsh Police Authorities. The Police Authorities of Wales work together to achieve the following vision:

“The police services of Wales will work with our communities and partners to create a better, safer Wales, treating everyone with courtesy and respect”.

PAW publishes a National Policing Plan for Wales which is updated annually. In consultation with Chief Constables, PAW agrees objectives, action plans and outcomes for the development and delivery of services to be undertaken on a joint basis.

PAW is committed to developing strategic policing capabilities, including protective services so as to reduce the risk posed by insufficient dedicated resources. Police Authorities have invested in protective services and have deployed additional resources and improved our structures and systems across the collaborative programme in Wales. Through the introduction of Tarian, Regional Intelligence Unit and our Regional Asset Recovery Team we confiscated property and cash with a value of over £12m from convicted criminals last year alone.

On an all Wales basis serious and organised crime groups are being disrupted much more often now, following the major investment the Police Authorities for Wales has authorised into this area.

We also gave a commitment to ensure and promote the safety and security of Wales by improving resilience, capacity and capability when we deal with Counter Terrorism and Domestic Extremism matters across the whole of Wales. Our response to this is the Wales Extremism and Counter Terrorism Unit. This unit ensures that Welsh policing resources are efficiently, effectively and economically directed at both long and short term priorities across the whole spectrum of the UK Government’s “Countering International Terrorism” (CONTEST) strategy.

Collaboration has resulted in significant benefits and efficiency savings for Welsh police forces with additional funds being secured and a contribution of £18 million in policing for Wales.

ANNEX A: POLICE AUTHORITIES WALES

The police forces in Wales have worked together to make the most of our investments in an unstable economic climate. We know that we need to keep striving for better use of resources and have seen significant improvements being made through new and shared IT systems and changed business processes, including the National roll out of the 101 contact number across Wales in April 2009. Although limited to the police service only - the longer term strategy is one that fits with the Welsh Assembly “Making the Connections” agenda which seeks to make public services in Wales more accessible through this number. Police forces are now working with local authorities to scope the feasibility of extending the 101 number across the public sector.

To reinforce our commitment to working together to provide a first class policing service for Wales, Police Authorities for Wales together with the four Chief Constables of Wales appointed a Deputy Chief Constable to take forward and deliver our vision for policing in Wales.

The role of the Deputy Chief Constable All-Wales is to coordinate, organise, direct and implement our dossier of projects and transformational activities to achieve shared outcomes and realise benefits of strategic importance for the four police forces and police authorities in Wales. Unlike other programmes, this is collaboration that may be described as vision-led. It is owned by each organisation and is driven by a need to respond to our strategic assessments and mandates from central government.

Having taken due regard of information from this and sources such as the Home Office Crime Reduction Strategy, the Serious and Organised Crime Strategy, Welsh Assembly Government’s devolved policy agenda and Substance Misuse Strategy, the following priorities have been identified for the collaborative programme in Wales over the next three years:

- **Citizen Focus**
- **Protective Services**
- **Business Support**

More detail in relation to the collaboration programme is available from the Police Authorities Wales website at <http://www.policeauthoritiesofwales.org.uk/> and in the National Policing Plan for Wales.

ANNEX B: NATIONAL STRATEGIC PRIORITIES FOR POLICING IN WALES 2010-2013

Police Authorities across Wales have agreed the Core Strategic Priorities for the Service. They are:

- to ensure that neighbourhood policing stays local and is embedded in all the communities in Wales and as a result improving communication and customer satisfaction;
- to ensure public protection and the protection of vulnerable persons through a joined up approach to working nationally across all Authorities in Wales thereby improving standards of service to our communities and closing the protective service gap;
- to effectively counter terrorism, domestic extremism, serious and organised criminality and major crime to ensure public safety across Wales;
- to promote joint working/collaboration both within the police service and with other partners in local government and the criminal justice system, the voluntary and private sector to provide a joined up holistic community safety service in Wales;
- to continue to engage with central government to lobby for sufficient funding to enable the police service to provide an effective and efficient police service in Wales and ensure delivery of our collaborative programme; and
- to raise the profile of Police Authorities and the police service in Wales and fully engage with the Welsh Assembly Government in order to influence the public service agenda. In doing so, improve transparency, and accountability to ensure a period of stability and sustainability in relation to community engagement across Wales.

ANNEX C: HOME SECRETARY'S STRATEGIC POLICING PRIORITIES (SPPs) 2010-2011

SPP1

Continue to increase public confidence so that by March 2012, 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities.

SPP2

Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with Public Service Agreements 14, 23 and 25, and in a co-ordinated approach with other Criminal Justice System partners deliver an effective criminal justice response in line with Public Service Agreement 24, putting the needs of victims, including young victims, at its heart.

SPP3

Work jointly with police forces and other agencies, such as Serious Organised Crime Agency and UK Borders Agency, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.

SPP4

Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and Public Service Agreement 26.

SPP5

In all of the above, ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority.

ANNEX D: PERFORMANCE IMPROVEMENT

The force aims for continuous improvement across the full range of policing activity. Performance is monitored against the objectives and the Policing Pledge presented within this Plan. Performance is monitored daily at the Daily Management Meetings which addresses immediate priorities. Monthly Force Performance Meetings identify emerging issues for targeted improvement. Many of our performance indicators are compared regularly with the performance results of each of our most similar forces. This is the main benchmarking method we use to assess and monitor force performance and improvement. It is a key focus of activity for both Gwent Police and Gwent Police Authority when ensuring an efficient service is delivered. Each service delivery area carries out its own detailed performance review meetings. Each of these levels of performance management can redirect resources to address the most pressing issues.

Gwent Police Authority also monitors the performance of Gwent Police at its Full Authority meeting, Strategic Planning and Performance meetings and other subject committees as appropriate – the Policing Pledge, for example, is monitored at the Service Delivery committee. Gwent Police Authority members and staff are able to view performance across all indicators and Gwent Police prepare exception reports on performance issues where necessary using the benchmarking method explained above.

Local employment targets for under-represented groups will be finalised during April 2010. These will include plans to assist the recruitment, retention and progression of individuals from under-represented groups. Targets are currently being agreed for black/minority/ethnic and female staffing levels. These targets will be overseen by the Equalities and Human Resources Committee of Gwent Police Authority.

Performance during 2010-2013 will be managed across the four domains of the Police Report Card. The four new domains are as follows:

- Confidence and Satisfaction;
- Local Crime and Policing;
- Protection from Serious Harm; and
- Costs and Staffing.

ANNEX D: PERFORMANCE IMPROVEMENT

The most recent results for each of the Police Report Card domains are presented in the table below:

Domain	Grade
Confidence and satisfaction Public confidence: all agencies Service delivery Comparative satisfaction of black/minority/ethnic community Public confidence: police Meeting the pledge standards Perceptions of anti-social behaviour	Fair Fair Fair Poor Fair Fair Fair
Local crime and policing <i>Reducing crime</i> <i>Solving crimes</i> <i>Visible presence in neighbourhood</i> <i>Neighbourhood policing</i>	Fair <i>Fair</i> <i>Fair</i> <i>Good</i> <i>Meeting standard</i>
Protection from serious harm <i>Investigating major crime</i> <i>Suppressing gun crime</i> <i>Suppressing knife crime</i> <i>Solving serious sexual offences</i> <i>Reducing road death and injury</i>	Good <i>Meeting standard</i> <i>Fair</i> <i>Excellent</i> <i>Not graded</i> <i>Good</i>
Value for money <i>Number of police officers and PCSOs</i> <i>Total cost of policing</i> <i>Cost per household</i> <i>Proportion of policing cost met from council tax</i>	Not graded <i>Medium/high</i> <i>Medium/high</i> <i>High</i> <i>High</i>

ANNEX D: PERFORMANCE IMPROVEMENT

Performance during 2009-10 was managed across five domains. These domains comprise the Analysis of Policing and Community Safety (APACS). The five domains are as follows:

- Promoting Safety;
- Tackling Crime;
- Serious Crime and Protection;
- Confidence and Satisfaction; and
- Organisational Management.

SPI No.	Promoting Safety	2008/09 Apr-Jan	2009/10 Apr-Jan	Performance Ambition
APACS 4.1	Perceptions of anti-social behaviour (data from British Crime Survey)*	21.8%	21.0%	To improve
APACS 4.2	Perceptions of drunk or rowdy behaviour (data from British Crime Survey)*	30.1%	29.0%	To improve
APACS 4.3	Perceptions of local drug use (data from British Crime Survey)*	34.3%	34.0%	To improve
NB: *The British Crime Survey is undertaken annually and so the results from these surveys will be for 2007-2008 and 2008-2009.				
APACS 7.1	Deliberate fires (data to be supplied by Fire & Rescue Service)	83	64	To monitor
APACS 9.1	(Serious) Road traffic casualties – fatal & serious casualties per 100 million vehicle kilometres travelled	3.1	1.4	To improve

ANNEX D: PERFORMANCE IMPROVEMENT

SPI No.	Tackling Crime	2008/09 Apr-Jan	2009/10 Apr-Jan	Performance Ambition
APACS 5.2	Rate of serious acquisitive crime per 1,000 population	13.7	15.6	To reduce
APACS 5.3	Rate of assaults with less serious injury per 1,000 population	7.9	7.4	To reduce
APACS 6.2	Percentage of serious acquisitive offences resulting in conviction, caution or taken into consideration at court (LCJB)	11.1%	10.1%	To increase
APACS 6.3	Sanction detection rate for racially & religiously aggravated offences	44.3%	40.4%	To increase
APACS 10.1	The change in convictions for prolific and other priority offenders over a 12 month period **			
APACS 11.1	Adult re-offending rate (i.e. rate of proven re-offending by adults under probation supervision)	11.9%	10.8%	To reduce
APACS 11.2	Youth re-offending rate (i.e. rate of proven re-offending by offenders aged 10-17) **			
APACS 11.3	First-time youth offending rate (i.e. number of first time entrants, aged 10-17, to the youth justice system)	1,525	1,704	To reduce
NB: **these indicators require data from an external organisation, which is not yet available				

SPI No.	Serious Crime and Protection	2008/09 Apr-Jan	2009/10 Apr-Jan	Performance Ambition
APACS 5.1	Rate of serious violent crime per 1,000 population	0.7	0.9	To reduce
APACS 5.4	Rate of domestic homicides per 1,000 population			
APACS 5.5	Rate of gun crime per 1,000 population	0.09	0.07	To monitor
APACS 5.6	Rate of knife crime per 1,000 population	0.32	0.25	To monitor
APACS 6.1	Percentage of serious violent offences resulting in conviction, caution or taken into consideration at court	Data not published	20.1%	To monitor
APACS 6.4	Percentage of serious sexual offences resulting in conviction, caution or taken into consideration at court	27.7%	37.9%	To increase
APACS 8.1	Value of cash forfeiture orders per 1,000 population	1,199.1	792.7	To increase

ANNEX D: PERFORMANCE IMPROVEMENT

SPI No.	Confidence and Satisfaction	2008/09 Apr-Jan	2009/10 Apr-Jan	Performance Ambition
APACS 1.1	Percentage of users satisfied with the overall service provided by the police			
	Completely and very satisfied	66.9%	58.8%	
	All satisfied grades	82.6%	80.7%	To improve
APACS 1.2	Satisfaction of victims of racist incidents with the overall service provided			
	Completely and very satisfied	42.9%	35.3%	
	All satisfied grades	71.4%	64.7%	To improve
APACS 1.3	Comparative satisfaction of minority ethnic groups with respect to the overall service provided by the force			
	(Minority ethnic groups) Completely and very satisfied	39.0%	53.2%	
	All satisfied grades	66.6%	69.0%	To improve
	(White users) Completely and very satisfied	65.1%	51.2%	
	All satisfied grades	79.6%	70.0%	To improve
APACS 1.4	Satisfaction with criminal justice system service (data from British Crime Survey) *	78%	79%	To monitor
APACS 2.1	(Agencies) Understanding local concerns (data from British Crime Survey) (NB Initial data related to police only)*	57%	38%	To improve
APACS 2.2	(Agencies) Dealing with local concerns (data from British Crime Survey) (NB Initial data related to police only)*	42%	48%	To improve
APACS 2.3	Public confidence in police "doing a good job" (data from British Crime Survey)*	39%	47%	To improve
APACS 2.4	Effectiveness of criminal justice system (data from British Crime Survey)*	35%	31.2%	To monitor
APACS 2.5	Fairness of criminal justice system (data from British Crime Survey)*		52.1%	To monitor
NB: *The British Crime Survey is undertaken annually and so the results from these surveys will be for 2007-08 and 2008-09.				

ANNEX D: PERFORMANCE IMPROVEMENT

SPI No.	Organisational Management	2008/09 Apr-Jan	2009/10 Apr-Jan	Performance Ambition	
APACS 3.1	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	8.5%	-	To monitor	
APACS 3.2	Percentage of female police officers compared to overall force strength	25.2%	26.1%	To monitor	
APACS 12.1	Delivery of cashable & non-cashable efficiency targets (% of net revenue expenditure)				
		Cashable gains	2.1%	Not yet published	To increase
		Non-cashable gains	1.6%	Not yet published	To increase
APACS 13.1	Percentage of working hours lost through sickness by police officers	5.1%	3.2%	To reduce	
APACS 13.2	Percentage of working hours lost through sickness by police staff	5.0%	4.9%	To reduce	

ANNEX E: AUDITS AND INSPECTIONS

Her Majesty's Inspectorate of Constabulary

One of the ways in which performance is measured is via audit and inspection activity carried out by Her Majesty's Inspectorate of Constabulary (HMIC). Each year HMIC conduct audits and inspections of service areas across a wide area of policing activity, in order to assess the force capability to provide acceptable standards of service delivery and to make recommendations, where appropriate, which will lead to improvements.

Police forces in England and Wales are currently at the end of Phase 3 of four phases of the HMIC Inspection Programme for 2007-2009. Gwent Police were awarded a grading of "Fair" following an inspection into the roll-out of the Policing Pledge across the Gwent Police area. Gwent Police Authority was judged to be good in this area as it relates to their responsibilities in monitoring the Policing Pledge. In addition, the Police Authority were judged to be performing in all areas according to the joint HMIC/Wales Audit Office which reported in February 2010.

Final reports received from HMIC highlight areas for improvement which are placed in a 'Tracker Database' for monitoring and management purposes. The 'Tracker Database' is updated at regular intervals by police officers and police staff. Progress towards achievement is also monitored by Chief Police Officers and by the Strategic Planning and Performance Committee of the Police Authority. HMIC continue to review overall progress made against all recorded areas for improvement at regular intervals throughout the year.

The Home Office, the National Policing Improvement Agency and Police Forces are constantly striving to develop new areas of business, aimed at improving performance and services provided to the public. In consequence, HMIC inspection activity centres on new developments and initiatives in the provision of policing services, to ensure that Police Forces are meeting common minimum standards.

ANNEX E: AUDITS AND INSPECTIONS

Internal Audit

Internal Audit is an assurance function that provides an independent and objective opinion to the organisation on its governance framework, by evaluating the effectiveness in achieving the organisation's objectives. It objectively examines, evaluates and reports on the adequacy of the control environment, as a contribution to the proper, economic, efficient and effective use of resources.

The overall opinion from the Internal Audit work undertaken during 2008/09 was **GOOD** – concluding that a good level of internal control was being operated in the systems examined, thereby minimising the risk of loss and protecting the integrity of the Authority.

External Audit

The Wales Audit Office (WAO) undertakes the External Audit role and completes an annual statutory audit to provide an audit opinion on the Police Authority's financial statements and as part of this statutory audit, also undertakes an annual assessment through the Police Use of Resources Evaluation. The Wales Audit Office, in undertaking its external audit work, places significant reliance on the work undertaken by Internal Audit on the organisation's systems of internal control.

Gwent Police Authority's Financial Statements

The Financial Statements are an essential means by which Gwent Police Authority accounts for its stewardship of the resources at its disposal and its financial performance in the use of those resources.

The Authority is also responsible for preparing and publishing, with its financial statements, a statement relating to its own review of the effectiveness of the 'System of Internal Control' (SIC)

ANNEX E: AUDITS AND INSPECTIONS

The Annual Audit Letter from the Wales Audit Office to the members of Gwent Police Authority summarised the main conclusions from the 2008/09 Audit, these being:

- From the financial audit work, the Authority's resources, in all material respects, were properly used and accounted for in 2008/09:
 - the Authority's accounts for 2008/09 were properly prepared and materially accurate;
 - the Authority met its key financial targets for 2008/09;
 - the Authority had effective financial management arrangements; and
 - the Authority's significant financial systems were fit for purpose.
- The Authority had proper arrangements in 2008/09 to help it achieve economy, efficiency, and effectiveness in its use of resources, although some areas for further improvement have been highlighted and discussed with officers; and
- Performance audit work supported the Auditor's conclusion about the arrangements to secure economical, efficient and effective services.

Police Use of Resources Evaluation (PURE)

The aim of this evaluation is to provide authorities and forces with a review of their arrangements for managing and using their resources to deliver value for money and better and sustainable outcomes for local people. The evaluation is undertaken by the Wales Audit Office (WAO) as part of their responsibility to examine the economy, efficiency and effectiveness of the Authority's use of resources. The PURE assessment enables the WAO to form judgements on the Authority and Force's arrangements to secure effective use of resources across the following three themes: managing finances; governing the business; and managing resources

The Wales Audit Office, in the autumn of 2009, concluded that the organisation had consistently performed well and thereby maintained its level of performance within all three themes (i.e. Scores of 3 – 'exceeding minimum requirements - performing well'). The overall conclusion from the Wales Audit Office was that the organisation had continued to develop its arrangements during the year, demonstrating effective arrangements for the management of its resources.

ANNEX F: FURTHER INFORMATION ON PARTNER AGENCIES

Community Safety Partnerships

A community safety partnership is a joint, statutory partnership between the local authority, the police and the police authority, the local health board and the fire authority. Many local organisations, voluntary groups and members of the community work together to reduce crime and disorder, anti-social behaviour and substance misuse.

There are five community safety partnerships within the Gwent Police area namely:

- Newport Community Safety Partnership;
- Monmouthshire Community Safety Partnership;
- Torfaen Community Safety Partnership;
- Safer Blaenau Gwent; and
- Safer Caerphilly.

Gwent Criminal Justice Board

The Gwent Criminal Justice Board is one of 42 Local Criminal Justice Boards across England and Wales. It combines the Gwent agencies involved with criminal justice. Members include the Police, Crown Prosecution Service, the Courts, Youth Offending Teams and the Probation and Prison Services. The Gwent Criminal Justice Board improves co-operation between criminal justice agencies on the ground to deliver a joined up criminal justice service run for victims and the community. The board aims to identify weaknesses in the system and share best practice with other areas and increase public confidence in the criminal justice system.

Gwent Criminal Justice Board has an action plan, setting out how they will bring more offenders to justice by identifying local needs and strategies to tackle the crimes and offenders, which matter to their communities. These include ensuring that care and support is given to victims & witnesses throughout the criminal justice process, focusing on domestic violence issues and to reduce the amount of ineffective trials at court. The National Criminal Justice Board agrees performance targets that involve confidence, narrowing the justice gap, persistent young offender pledge and enforcement.

ANNEX F: FURTHER INFORMATION ON PARTNER AGENCIES

Local Safeguarding Children Boards

Children can only be safeguarded properly if the key agencies work effectively together. Local Safeguarding Children Boards are designed to help ensure that this happens. They put the former Area Child Protection Committees on a statutory footing.

The core membership of these boards is set out in the Children Act 2004, and includes local authorities, health bodies, the police and others. The objective of these boards is to co-ordinate and to ensure the effectiveness of their member agencies in safeguarding and promoting the welfare of children.

Local Service Boards

Local Service Boards are local leadership teams that pull together all the partners to agree joint actions to achieve better outcomes for citizens. They agree, and ensure delivery of, a set of prioritised joint actions, which are expressed as Local Service Agreements. The Local Service Agreements are designed to bring the national priorities and the local priorities together into a joint delivery programme agreed by all the partners.

ANNEX G: PROCUREMENT

The acquisition of goods and services required by Gwent Police in support of its policing objectives are managed centrally by its Contracts and Procurement Department. The Authority has a robust Strategy for Procurement, which is reviewed every two years.

The procurement function continues to manage the response of Gwent Police to its obligations concerning changes in legislation where these affect contracting activities. In addition, initiatives taken by the Welsh Assembly Government, in which the Authority participates, continue to be incorporated in procurement arrangements. These and other relevant developments are dealt with below.

European Union procurement legislation

The principles embodied in the European Union Treaty and the Consolidated Procurement Directive have been developed by judgements made in the European Court of Justice in several test cases. The effect is to require greater diligence on the part of the Authority to ensure that competitive, transparent and fair processes are used when awarding contracts. The necessary safeguards are consolidated into the Authority's Standing Orders as well as Force Financial Procedures and are reinforced in the guidance given to officers by its professional procurement officers.

Best value

Best value is sought by means of the fair application of objective criteria, which takes into account the whole life cost of ownership and other relevant qualitative factors which would be justifiable in terms of the performance of the contract. Issues concerning the protection of employment, when work is moved from one contractor to another or when externally provided services are undertaken internally, are considered for each contract and the appropriate arrangements are provided in the pre-contract documentation and during the award process.

ANNEX G: PROCUREMENT

Equal opportunities

Our obligations under the legislation are considered when evaluating the suitability of firms to undertake work for Gwent Police. Enquiries are made of potential contractors to determine their policies and performance records on equal opportunities.

Collaboration

Gwent Police collaborates enthusiastically with other public agencies within and outside Wales in order to ensure that opportunities are maximised by the combination of spending power. Value is added in collaboration by rationalising specifications wherever possible and adopting corporate approaches to evaluation.

“Staying Ahead” review

This transformational work affects each part of the organisation and procurement is fully engaged in the activities required. In particular, procurement has a leading role in ensuring that expenditure on goods and services is reduced wherever possible without compromise to the value being delivered.

ANNEX H: FUNDING PROJECTIONS

The 2010/11 financial year signifies the final year of the current Spending Review (SR2007). The Authority will receive general revenue funding from both the Home Office and Welsh Assembly Government (WAG) and will also receive 'floor funding' from the Home Office which ensures that Welsh Police Authorities are treated on a par with English Police Authorities. This means that overall revenue funding will increase by 2.5% for 2010/11. In addition to general revenue funding, the Authority will also receive specific grant funding. However, as in previous years, these grants have not been uplifted for the effects of inflation, meaning that the Authority will need to absorb these inflationary costs from within its general allocation. The effect is to reduce the headline increase in funding of 2.5% to 2.3%.

The next Spending Review (SR2009), would typically have set Government Departmental budgets for 2010/11, 2011/12 and 2012/13. However, SR2009 was postponed, pending a general election in 2010. The impact of this postponement is a lack of clarity regarding police funding settlements beyond 2010/11.

In relation to the wider Public Sector in Wales, the Welsh Assembly Government have announced that their revenue planning assumptions account for a 2% cash funding reduction year on year to 2015/16. This equates to £1.3bn (£3.3bn in real terms) less in revenue cash between 2010/11 and 2015/16.

In addition, a consistent theme over recent years is the potential for changes to the police funding formula. Currently, the Authority receives approximately £2.3m of floor funding. If the funding formula were reinstated in full, this would mean that the Authority would lose some, or all, of the £2.3m floor grant. At present, no plans are in place to remove floor funding, but if initiated, it is unlikely that the removal would happen in one year, more likely, arrangements would be introduced to spread the effect over a number of years.

ANNEX H: FUNDING PROJECTIONS

As a precursor to the next Spending Review (omitting the impact of any change in Government next year), the recently published Home Office White Paper (Protecting the Public: Supporting the Police to Succeed) details the Government's initial response to the Berry Report. The White Paper details a programme of work to:

- a) Help the frontline deliver more;
- b) Enable the service to improve value for money and show the taxpayer that this is happening;
- c) Boost capacity by reducing bureaucracy;
- d) Buys goods and services better and cheaper;
- e) Save money and do more through better IT; and
- f) Streamline support services.

Through this programme of work, the police service in England and Wales will deliver savings of at least £545m per year by 2014. The Home Office expects the service to deliver at least £100m of these savings in 2010/11 and to use the guaranteed revenue funding in 2010/11 to plan and prepare for greater ambition from 2011/12 onwards. A number of Police Authorities are therefore planning for a reduction in Home Office/Welsh Assembly Government central funding of between 10% and 20% over the three years from 2011/12.