

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Gwent Police
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



Gwent Police – HMIC Inspection

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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 2 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Gwent Police currently has:

- 3 basic command units (BCUs);
- 22 Neighbourhood Policing teams;
- 140 officers dedicated to Neighbourhood Policing; and
- 138 PCSOs dedicated to Neighbourhood Policing.

The force is a member of five community safety partnerships (CSPs) that cover the force area.

To achieve its vision, Gwent Police is committed to delivering policing to national standards at a local level, tailored to local needs.

Since 2005, Gwent Police has introduced Neighbourhood Policing with dedicated ward-based local policing teams covering the whole of the force area. The aim is to provide an effective Neighbourhood Policing service, delivered locally, that enables the force to engage with communities, identify local priorities and work together with partners to provide solutions.

Gwent Police believes that Neighbourhood Policing has a vital role to play in helping the force remain vigilant to the threat of terrorism, both domestic and international, while at the same time seeking to allay the fears of all communities within Gwent.

To support the future development of Neighbourhood Policing, a dedicated workstream has been created as part of the Staying Ahead 2011 review. A number of innovative recommendations are being implemented, including the establishment of neighbourhood support teams, which consist of a mixture of uniform and detective officers who will operate in support of dedicated local officers. The teams' role will be to provide the edge to Neighbourhood Policing, supporting dedicated officers in enforcing community priorities and targeting persistent offenders. They will be flexibly deployed across the force according to an assessment of threat, risk and harm and will operate across traditional boundaries. In terms of numbers, the teams will add an additional 173 officers to this key area of service delivery.

Proposals are also being developed to invest in providing more administrative support for Neighbourhood Policing teams in order to maximise their time visibly within communities. A continued focus on the activities of locally based corporate communications officers seeks to improve feedback to communities on joint action taken with partners to address the

concerns of citizens that are highlighted through Partners and Communities Together (PACT) engagement.

The force is confident that these measures will have a positive impact on public satisfaction levels and will increase the percentage of people who believe that Gwent Police is doing a good job and dealing with the things that matter to the community.

Gwent Police has initiated a substantial shift in the organisation towards a Citizen Focus style of policing. Staying Ahead 2011 will ensure that this momentum continues, and there is an expectation that this approach will deliver improved public confidence and satisfaction.

Geographical description of the force area

Gwent Police provides policing services to the area of south-east Wales that was formerly the administrative county of Gwent. The area covers just over 600 square miles (156,600 hectares) and has a resident population of just under 560,000 people. At the end of May 2008, the force had an establishment of 1,511 police officers and 948 police staff members.

The force area comprises the unitary authority areas of Newport, Monmouthshire, Torfaen, Caerphilly and Blaenau Gwent. The area is one of huge contrasts, ranging from the urban environment of the city of Newport to the former coal mining communities of the Rhymney, Sirhowy, Ebbw and Llwyd valleys. The force area also includes a number of larger towns like Cwmbran, Pontypool and Caerphilly and a significant rural area, primarily in the Usk and Wye valleys, where agriculture, tourism and forestry are the primary commercial activities.

Demographic description of the force area

Newport experiences policing challenges unlike those faced anywhere else in the force area as a result of the city's commercial activity, its rich ethnic mix and its vibrant night-time economy. The area's economy, once reliant on coal mining and heavy industry, has deteriorated considerably in recent years as those industries have declined and have been replaced with less manually intensive business sectors.

A substantial regeneration programme has commenced recently and an estimated £2 billion of public and private funding will be invested in the city over the next five years. The resident population is expected to grow by some 10,000 to 15,000 people by 2011 as new housing and educational facilities are created.

Newport is to host the Ryder Cup in 2010. This will showcase the city to an international audience and the force has already begun planning for the significant policing challenges that the event will bring.

While the city of Newport is undergoing a welcome resurgence, other areas within the force area continue to experience high levels of deprivation. The county boroughs of Caerphilly, Torfaen and Blaenau Gwent all fall within the West Wales and Valleys Objective One area, which provides them with access to special grants from the European Community (EC). In addition, all the council wards within the Newport City Council area and 31 of the 36 wards in the Monmouthshire County Council area include 'pockets' of economic hardship that qualify for funding under either Objective Two or transitional programmes designed to support the economic and social conversion of areas within the EC.

Structural description of the force, including staff changes at chief officer level

Gwent Police headquarters (HQ) is based at Croesyceiliog near Cwmbran. The force is divided into three BCUs, known locally as divisions. Each division is coterminous with one or more unitary authority and CSP.

Newport Division has a population of 140,100; the Torfaen and Monmouthshire Divisions have a combined population of 178,900; and the Caerphilly and Blaenau Gwent Divisions have a combined population of 240,600. The three territorial divisions are supported by a number of departments with force-wide responsibility, including operational support, corporate services, criminal justice, information services, finance, the criminal investigation department (CID), professional standards, corporate communications and legal services.

The chief officer team is based at HQ and comprises the Chief Constable, deputy chief constable (DCC), assistant chief constable (ACC) and a director of finance and administration. Chief officers' portfolios have been designed to place the force in the optimum position to deliver a citizen-focused service based on a neighbourhood style of policing.

The current Chief Constable, Mike Tonge, has recently announced his retirement, and the existing DCC, Mick Giannasi, has been appointed to take command of the force from September 2008. As a result, the force has recently appointed Carmel Napier, currently an ACC with Essex Police, to take over as DCC; this appointment will also take effect from September 2008. Interim arrangements, including the temporary appointment of an additional ACC, have been made to ensure a smooth transition.

Strategic priorities

The force is committed to delivering a citizen-focused policing service in line with the national key priorities set out in the National Community Safety Plan. These form the basis of the force priorities that are summarised below:

Focus on the citizen

Gwent Police will ensure that more people, including victims of crime, are satisfied with the service they receive and that more people believe that their local policing teams are tackling the things that matter to them in their area. The current high levels of satisfaction with call-handling performance are being sustained and calls for service are answered quickly and efficiently. The quality of service commitment is met consistently and the LISTEN model is used by staff to ensure consistent standards of service both for members of the public and for internal customers.

Focus on quality

The force will ensure that callers for service receive a response that meets their needs as set out in the Beyond the Call programme and that people are kept informed of progress once action has been initiated on their behalf. Victims and witnesses receive the standards of service set out in the Code of Practice for Victims of Crime and suspects are detained in accordance with the safety standards set out in the Safer Detention Code of Practice.

Focus on crime reduction

Gwent Police will ensure that further reductions are achieved in the levels of overall crime, while at the same time achieving specific reductions in serious violent crime. The force will ensure that the efficiency and effectiveness of the investigative process are improved and that capabilities and effectiveness across the range of protective services are improved and enhanced.

Focus on partnership/collaboration

The force will ensure that collaborative opportunities to enhance protective service capabilities are exploited in conjunction with other forces in the region. Partnerships are sustained and further developed in order to improve community safety and public reassurance, and opportunities are exploited through collaboration to increase the efficiency and effectiveness of business support services.

Focus on resources

The recommendations of the Staying Ahead 2011 review will be implemented. The progress made in creating a healthy workforce will be sustained and an effective police service will be maintained while the force operates within the financial efficiency targets imposed by central government.

The achievement of each target is supported by an action plan owned by a strategic force lead and monitored by chief officers.

Force Performance Overview

Force developments since the 2007 inspection

In the 2007 HMIC phase 1 report, the force received a poor grading in respect of child abuse investigation. In the period following publication of the report, significant progress has been made to secure the necessary improvements. A dedicated detective superintendent, detective chief inspector, detective inspector and review manager have been appointed to strengthen the strategic and operational capacity of all aspects of public protection work.

The implementation of recommendations highlighted in a thorough and detailed service improvement review conducted by the force between April and October 2007 has secured incremental and appropriate performance improvements across child abuse investigation. This position will be consolidated further by the imminent planned move of management responsibility for child abuse investigation, along with all other aspects of public protection, from BCUs to a centralised public protection command. This, combined with effective supervision and realistic workloads for specialist child abuse investigators, has ensured greater consistency in the receipt, recording and subsequent investigation of child abuse referrals. Officers from the force have worked closely with HMIC throughout and progress has been made in each area for improvement. While there is a considerable amount of work still in progress, further inspection undertaken by HMIC found that Gwent Police is now achieving an acceptable standard in this area.

The force has implemented a cultural change programme that seeks to put customer service at the heart of everything it does. The LISTEN programme is a key element in helping to achieve this goal and is designed to engender a unified culture of service, which

is geared towards the force's vision of public service excellence. The LISTEN principles set the standards required by the force of both front-line and support departments in the area of service delivery.

The most significant development work currently being undertaken by the force is the Staying Ahead 2011 review. The force has decided, in the light of challenging financial projections, to fundamentally review the organisation in order to improve efficiency and ensure that it is in the right shape to meet future demands.

The vision of the force is that Gwent Police will deliver safer communities in Gwent through people who are engaged, informed and reassured. The objective of Staying Ahead is to turn this vision into reality, by ensuring that the force is in a position to deliver the best possible service to the people of Gwent with the resources available. The review will be completed in 2011; however, approved changes will be made as soon as practicable in order to meet the Government's efficiency targets by 2011.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

Following the moderation process, Gwent Police was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its basic command units (BCUs), placing the right people in the right place at the right time to ensure that its neighbourhoods are appropriately staffed.

Strengths

- Neighbourhood teams have been fully established and staffed for some time, and the force will maintain 100% coverage beyond April 2008.
- A total of 135 wards in the Gwent Police area form the basis of identified neighbourhoods, all of which have a named contact. Following research and consultation with community safety partnerships (CSPs) and other agencies, a number of wards have been combined; consequently, the force has 22 neighbourhoods, referred to as 'sections', all of which are coterminous with local authority ward boundaries.
- When the force embarked on the process of defining its neighbourhoods, the force independent advisory group (IAG) was involved and was consulted in the process, and it supported and agreed the proposals.
- One local authority ward boundary was changed in 2005; this affected the ward of Trellech United in Monmouth. The decision was taken by Monmouthshire County Council, in consultation with the police and the community.
- Each of the 22 sections is commanded by an inspector, supported by a sergeant, who is 100% dedicated to the role of supervising Neighbourhood Policing teams.
- In January 2008, the force purchased the Experian Mosaic public-sector neighbourhood-classification system, at a cost of £10,000. This system provides comprehensive socio-economic data at postcode level (in some cases at household level) to enhance ward profiles and the identification and understanding of problem/vulnerable neighbourhoods.
- Overlaying the Mosaic analysis with neighbourhood-management database information (provided by the community via the Neighbourhood Policing teams) and crime data will further focus the deployment of force resources in response to neighbourhood profiles, local priorities and demand.

September 2008

- On 31 March 2008, the staffing profile for Neighbourhood Policing included 22 inspectors, 23 sergeants, 117 police constables, 138 police community support officers (PCSOs), 22 crime and disorder reduction officers (CADROs), 199 special constables and 27 volunteers.
- Succession planning is managed locally, with the accepted practice that no ward is ever left without a named contact. If an officer is eligible and successful for promotion, or is appointed to another specialist role, the section inspector will identify a suitable officer to fill the vacancy created. If a vacancy occurs that cannot be filled locally, it is advertised across the force.
- A full-time web designer has been recruited to develop the public-facing website, entitled 'Local for you – Neighbourhood Policing'; this contains the contact details and photographs of named staff for all 135 wards.
- The force has recruited three divisional corporate communications officers (DCCOs), and they are responsible for managing the neighbourhood websites. For example, any changes to Neighbourhood Policing staff are normally reflected within two days.
- The force allocation of 120 PCSOs continues to be enhanced by the continued commitment of Torfaen CSP to funding an additional 10 officers in 2008/09. In Newport division, local co-funding has been secured with Newport Transport for an additional four PCSOs; local co-funding has been secured with Chepstow Town Council for two PCSOs; and with the Forestry Commission for two additional PCSOs and two vehicles.
- A joint post-implementation review of PCSOs in Torfaen was conducted recently, including an analysis of their impact on crime and anti-social behaviour levels in the wards to which these staff are allocated. This revealed that there were 489 fewer victims of crime. Details were also given of effective partnership initiatives, such as Dragon Sports, Walking Bus and the Time to Engage Young People project.
- A document entitled *Neighbourhood Policing teams (NHPTs) abstraction arrangements* directs that officers and staff dedicated to Neighbourhood Policing should be available to their ward duties for at least 85% of 'on-duty' time, increasing to 90% over the next financial year. The policy was implemented in April 2007 and categorises three types of abstraction, namely:
 - statutory abstractions, which are non-recordable and include rest days, annual leave, sickness, recovered overtime, compassionate leave, maternity/paternity leave, career breaks and temporary promotions;
 - role-related abstractions, which are non-recordable and include role-related training, ward-based family liaison, ward-based search duties, ward-based response duties, ward-based support for major crime/serious incidents, attendance at court arising from ward-based incidents and involvement in neighbouring wards – eg community and neighbourhood directed operations (CANDO) initiatives;
 - non-role-related abstractions, which are recordable and include training that is not related to neighbourhood roles, attachments to specialist departments, secondments, enquiry-office duties and a range of activities that do not flow from ward responsibilities, notably family liaison, search duties, response duties, pre-planned public order duties, support for major crime/serious incidents, response to firearms incidents, administrative duties relating to non-ward-based crimes/incidents and attendance at court arising from non-ward-based incidents.

- Staff demonstrated a sound awareness of the term ‘abstraction’, as defined in the force arrangements document, which is accessible via the force intranet system.
- A web-based computer system has recently been introduced (March 2008) to record and monitor abstractions from neighbourhood teams. This system enhances the centrally managed resource-management system, and historical data has been loaded from January 2008. The system is widely accessible to all staff, including call-management staff.
- All Neighbourhood Policing staff are personally responsible for recording periods of abstraction electronically on the force system; this is monitored, verified and validated by a Neighbourhood Policing supervisor on a monthly basis.
- A review by corporate services of abstractions against force standards for the period April to October 2007 revealed an abstraction rate of 3.38% from Neighbourhood Policing teams on the Torfaen and Monmouthshire BCU.
- In the absence of a national standard, the force has chosen to record abstractions of Neighbourhood Policing staff in days rather than hours. This means, for example, that where Neighbourhood Policing staff perform a non-related recordable abstraction outside their ward for part-days, these are not recorded. However, there is very little evidence to indicate that abstraction is a problem for the force.
- On 18 June 2008, the force’s abstraction rate for neighbourhood teams was 3.81%.
- The force’s resource-allocation model continues to be applied to divisions, in order to provide commanders with an indication of the level of resources that each ward ought to have in place. An example of where this has affected resource allocation is provided by the review that took place in May 2007 in B division, which focused the allocation of 10 additional co-funded PCSO posts in response to the ward profiles, local priorities and demand. Each BCU was recently reviewed (March 2008) against the model, using up-to-date ward data – comprising census data, crime data and anti-social behaviour data – to inform the Neighbourhood Policing work stream of the force change programme, entitled ‘Staying Ahead: the 2011 review’, which sets a clear mandate to achieve sustained effective Neighbourhood Policing over the longer term.
- A document entitled *Guidance for Neighbourhood Policing Teams* is a useful guide and clearly explains the key principles of Neighbourhood Policing – eg how Neighbourhood Policing fits into the core business of policing, and the role of the neighbourhood teams. It is accessible to all staff via the force intranet system.
- Each division is supported by a dedicated special branch single point of contact (SPOC), who is responsible for delivering updated counter-terrorism briefings to staff operating at a local level, including Neighbourhood Policing teams.
- Neighbourhood Policing staff who work in specific ward areas of greater potential counter-terrorist significance receive a more in-depth briefing and tasking focus, in line with intelligence requirements.
- The CANDO, which were introduced by the CSP for the Caerphilly County Borough area, continue to flourish. These initiatives ensure a concentrated, high-visibility partnership and community co-ordinated activity to resolve issues that adversely affect quality of life.

- At sectional level, there is an additional tactical tasking and co-ordination group (TTCG) process; the group is chaired by the section inspector and meetings vary in frequency from division to division. The meetings enable neighbourhood issues and problems to be identified and tasked through a formal process, in response to ward priorities and demand, which may not ordinarily feature at level 1 TTCG meetings.
- An internal neighbourhood-management database is maintained to capture all ward profiles, local priorities, contacts and minutes of meetings of Partners and Communities Together (PACT). This information is available across the force to feed National Intelligence Model (NIM) processes.
- A formal evaluation of the neighbourhood officer course was undertaken in April 2006; it recommended that this week-long course be discontinued and replaced with the National Policing improvement Agency (NPIA) core leadership development programme's (CLDP) Neighbourhood Policing programme for all Neighbourhood Policing staff.
- In the past 18 months, the force has adopted this programme. Neighbourhood Policing staff are nominated for the programme by their division. During the programme, each staff member receives an initial induction and two workshop days. The programme is based on workplace evidence, which is recorded in portfolios/workbooks. There has been a 100% attendance by PCSOs on the CLDP Neighbourhood Policing programme.
- The PCSO initial training course is constantly being revised by the learning and development department to suit learning needs and to adapt to fresh developments, such as PCSOs gaining additional powers.
- Neighbourhood Policing staff engaged on the CLDP Neighbourhood Policing programme complete associated modular workbooks (eg joint problem solving and community engagement), which are validated by two accredited sergeants from learning and development.
- A range of joint problem-solving training is undertaken by police and partners both at a local divisional level and through headquarters (HQ) learning and development staff, who facilitate periodic problem-solving seminars. For example, a shared best-practice workshop was held in March 2008 with partners from across the force area, where a number of problem-solving methods were discussed by partners and police, and various scenarios were jointly worked through to resolution.
- All five CSPs have signed up to the Gwent information-sharing protocol.
- Training has been provided to all neighbourhood staff regarding the neighbourhood-management database, which enables neighbourhood teams to record community-engagement types and joint problem-solving initiatives. The database also contains a user-friendly guide and a 'frequently asked questions' section.
- In April 2007, a review was carried out of the ratios of supervisors to Neighbourhood Policing teams; this resulted in an additional sergeant being deployed to the Chepstow section.
- The force holds commendation ceremonies at force and BCU level in recognition of good performance, and there are awards for members of the public and partners. At the last commendation ceremony held by the Chief Constable, two of the six

commendations were for Neighbourhood Policing staff.

- Recognition of Neighbourhood Policing staff who deliver a positive user experience is noted in monthly divisional general orders and on the personal development review.
- 'Excellence Wales' is a Welsh Local Government Association event that recognises good practice across a range of public services. In the category entitled 'Our Council – Collaboration in the Public Services', the joint CANDO initiative between Gwent Police, Caerphilly County Borough Council and the Safer Caerphilly CSP was commended.
- Police authority members support those Neighbourhood Policing staff who receive formal reward and recognition by attending force commendation ceremonies. It was the police authority that entered the force for the 'Excellence Wales' award on account of the CANDO initiative.
- The Newport BCU commander received a public award from the Newport Pakistani association for the work undertaken with local/diverse communities. This was presented by the Welsh First Minister, Rhodri Morgan AM.
- All police constables employed in neighbourhood teams are rewarded with a special priority payment, in recognition of their key role in delivering Neighbourhood Policing.
- Management information gleaned from abstraction data is being provided on a weekly/monthly basis to inform performance-review mechanisms at force, BCU and sectional levels.

Work in progress

- The performance-review section of corporate services has monitored Neighbourhood Policing team abstraction levels on one division, as part of the twice yearly activity-based costing process. The centrally managed resource-management system has only just started to be populated with abstraction data, and the force recognises that this costing process will become more systematic once the data is more readily available.
- Abstraction data, which is monitored, verified and validated by Neighbourhood Policing supervisors, provides information that is starting to be reviewed formally at BCU and force-performance meetings.
- To date, 253 Neighbourhood Policing staff at inspector, sergeant, police constable and PCSO levels have been inducted onto the CLDP Neighbourhood Policing programme, and approximately 40% have completed the programme workbooks/portfolios.
- For the financial year 2008/09, 100 places have been allocated on the CLDP Neighbourhood Policing programme for Neighbourhood Policing staff.
- A formal evaluation (Kirkpatrick model) of the PCSO initial training course was completed in February 2008 by the learning and development department; this reported a number of recommendations, and these will be incorporated into future training.
- As part of its change programme, 'Staying Ahead: the 2011 review', the force has recently reviewed the ratio of supervisors to neighbourhood teams, and has come up with the recommendation that there should be an increase of seven dedicated Neighbourhood Policing sergeants. At the time of inspection, the average ratio was

found to be one sergeant to 14 police constables/PCSOs. The force should strive to implement the review recommendations and should undertake regular monitoring and review of inspector and sergeant supervisory ratios, in order to ensure that appropriate levels of effective supervision are maintained, particularly around community engagement and joint problem solving.

Areas for improvement

- Although, during inspection, no adverse evidence was found regarding ward boundaries, the force ought to consider the value of regularly reviewing section boundaries with the community and partners, in order to ensure that ward-based Neighbourhood Policing is delivered effectively to all communities.
- Although staff turnover in Neighbourhood Policing teams is low and no vacancies currently exist in any of the roles, the force would benefit from a robust and documented succession plan to maintain staffing levels and ensure that there is a named contact in each of the 135 wards.
- The force does not undertake a periodic, thematic audit of abstraction data to test corporacy, consistency and compliance with its abstraction policy; nor does it carry out a 'health check' on the reasons for abstractions. Such audits, undertaken by corporate services, would provide chief officers with a regular overview that is independent of divisional Neighbourhood Policing teams.
- While the force periodically utilises the resource-allocation model to allocate Neighbourhood Policing staff to each ward, based on demand and need, no effort is made to link staff profiles and experience to ward profiles and priorities.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

All neighbourhoods in the force area are actively engaging with their local police and its partners.

Strengths

- The community-engagement strategy clearly sets out how the force intends to develop effective engagement with communities at ward, section, BCU and force level, using a menu of tactical options. These include key individual networks (KINs), public meetings, focus groups, beat meetings/briefings, environmental visual audits, postcard/leaflet drops, mobile police surgeries, neighbourhood committees, partnership/stakeholder meetings, counter services, police surgeries, surveys (electronic and postal), IAGs and citizen panels.
- PACT guidance has been published by the force to provide clarity and consistency in running PACT meetings in wards across the force. Since February 2008, PACT meetings have been established in 100% of neighbourhoods.

- PACT meetings are held in all three divisions on a regular basis, and are a key community-engagement tactic for identifying community issues. PACT meetings are attended by the police, local councillors, community safety wardens, Neighbourhood Watch, housing and the community. The minutes of meetings and a list of attendees are entered on the neighbourhood-management database.
- A range of community-engagement tactics are used in wards, including weekly or monthly surgeries held in local premises, such as libraries and community centres, joint surgeries with councils, and Neighbourhood Policing staff attending community groups and events.
- The BCU commander in Newport chairs a quarterly meeting of community leaders and representatives that is attended by key community leaders from diverse communities and police authority members, and that discusses community issues and concerns with the BCU commander. The meetings are formally documented.
- The neighbourhood-management database records the number of community-engagement opportunities by type for each ward. For example, since 1 April 2007, there have been 808 community-engagement events, of which 5% relate to PACT meetings. The remaining community-engagement types include surgeries and drop-in centres. This data relates to the Newport BCU and has been published in the recent local policing summary.
- The community-engagement strategy differentiates between the terms 'information' and 'intelligence', to identify the most suitable recording mechanism to support NIM processes. 'Information' is defined as information that concerns or relates to demographics, community contacts, public opinion, social issues and local events in communities, and that should be recorded in neighbourhood profiles and included on the neighbourhood-management database. 'Intelligence' is regarded as information on terrorism, crime and disorder, community tensions, community problems, vulnerabilities and risks, and new or emerging communities; this is entered on the force's crime intelligence system (CIS) in line with the force intelligence strategy (2007).
- Farm Watch has been devised in conjunction with South Wales Police, the National Farmers' Union Cymru and the Farmers' Union of Wales and has been launched in rural wards across the force. It is an example of innovative engagement with the farming community to gauge its concerns and share information.
- A broad range of examples demonstrated how community engagement has provided effective community intelligence to resolve local issues concerning drugs, anti-social behaviour and nuisance issues.
- The force has embarked on a media campaign to promote Neighbourhood Policing across Gwent; several local radio stations, including KISS FM and Red Dragon, broadcast messages recorded by local Neighbourhood Policing staff, actively promoting Neighbourhood Policing. The broadcasts portray a realistic and positive image, as many of the contributors live in the areas they promote.
- In addition to PACT meetings, face-to-face interviews are conducted on doorsteps by PCSOs, in an effort to engage with those who either do not wish or are unable to attend meetings.

- In addition to PACT meetings, the force engages with its communities through safer neighbourhood groups (SNGs). The groups meet quarterly, with the chair rotating between the police and the local council. Information and problems are shared, including information on prolific offenders and those on the cusp of offending. Group members work together to resolve issues, such as action to support Anti-Social Behaviour Orders (ASBOs) or interventions that negate the need for ASBOs under the Prevention Intervention project. SNGs are tailored to individual wards, and initiatives such as Timebank are actively used, whereby children from all backgrounds earn points for community-based commitment, such as cleaning graffiti and picking up litter. The points are then exchanged for shop and cinema vouchers. Numerous partners contribute to SNGs, including youth offending teams (YOTs), outreach workers, local councillors, education and police officers and KIN members.
- In September 2007, three DCCOs were recruited, one for each BCU, to provide marketing and communication support/advice for Neighbourhood Policing teams. Examples were provided of press releases promoting work that was being undertaken by Neighbourhood Policing teams and partners, or feeding information back to the local communities.
- The DCCO is responsible for creating newsletters for each ward. These are then published on the public-facing website – ‘Local for you – Neighbourhood Policing’. The newsletter provides contact details for Neighbourhood Policing staff, ward priorities and an update of action taken to resolve local problems that have been identified as priorities through PACT meetings.
- Communities are updated on previous PACT priorities by circulating PACT update newsletters to ward residents two weeks before the next meeting.
- Under the governance of the SRG, each division is required to establish action plans to implement Operation Delphinus (a Metropolitan Police counter-terrorism plan), led by BCU commanders. This ensures that community intelligence is actively sought through NIM tasking and that its importance in relation to counter-terrorism intelligence requirements is widely understood by Neighbourhood Policing teams. Each BCU is committed to developing these in LPPs.
- Each division is supported by a dedicated special branch SPOC, who is responsible for delivering up-to-date counter-terrorism briefings to staff operating at a local level, including Neighbourhood Policing teams.
- Neighbourhood Policing staff who work in specific ward areas with a greater potential terrorist significance receive a more in-depth briefing and tasking focus, in line with intelligence requirements.
- The PCSO initial training course (eight weeks) includes an input from special branch on gathering community intelligence related to terrorism.

Work in progress

- Approximately 95% of PACT meetings are chaired by police or local authority representatives. As part of the Neighbourhood Policing work stream within the force’s change programme, proposals will recommend that, wherever feasible, wards have community chairs for PACT meetings, with the police playing a more facilitative role.

- One BCU sends out 100 emails or leaflets to residents prior to PACT meetings, and also gives leaflets to children to take home from school. The leaflets encourage residents to identify local problems and bring them to the PACT meetings. The other two BCUs are in the process of setting up a similar community-engagement process.
- A reality check was conducted in two of the four wards nominated by the force – one ward where community engagement was perceived to be going well, and another where it was not engaging so effectively. Her Majesty's Inspectorate of Constabulary (HMIC) staff found that, in the ward where engagement was perceived to be good, regular and varied engagement opportunities were being exploited, but that in the second ward engagement was not so widespread. There were demographic differences between the wards, with the more rural ward posing significant community-engagement challenges. This is not unique to Neighbourhood Policing, but the force needs to be more innovative in developing community-engagement opportunities in rural areas.

Areas for improvement

- Where ward demographics include large conurbations of residents, amenities and businesses, community engagement and effective information sharing are visible, evident and extend beyond traditional evening meetings. In these wards, PACT meetings are an effective forum, at which community problems are raised, documented, allocated owners, worked upon to resolution and reported back at the next PACT meeting. In rural wards, the force recognises that traditional (mostly evening) meetings are less effective. These wards are, in effect, 'hard-to-reach groups' in their own right. The force should review the community-engagement plans of each neighbourhood team against the neighbourhood profile, which should influence the type of engagement activity that takes place routinely.
- Although community-engagement opportunities are recorded by neighbourhood staff on the neighbourhood-management database, the breadth and depth of community engagement across neighbourhoods is not tested by any means, such as:
 - postcode mapping of who the local teams are engaging with, in order to identify gaps;
 - checking the list of PACT attendees and contacting previously active members who no longer attend, in order to understand satisfaction levels;
 - asking people in high crime areas not identified in the KIN network or local profile whether they are engaged with their Neighbourhood Policing team; and
 - talking to people aged 14–18 years, and to people from Eastern European and other emerging communities, to test whether there is involvement with their Neighbourhood Policing team and whether joint problem solving is taking place.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police with partners and communities across all neighbourhoods. Joint problem-solving activity is partly evaluated, and this demonstrates moderate problem resolution at neighbourhood level.

Strengths

- Problems identified by community members at PACT meetings or other community-engagement types are recorded on a generic template – the ‘PACT priorities performance assessment sheet’ – which details the action plan, expected outcome, person leading, partnership involvement, target completion date and progress; this is taken back to the meeting for updates and agreement to sign off. The neighbourhood sergeant is responsible for auditing these processes.
- Ownership of priorities that fall to Neighbourhood Policing teams, through either PACT meetings or other community-engagement types, is recorded on a template (based on the scanning, analysis, response, assessment (SARA) model) which is entered on the neighbourhood-management database, where it is reviewed and monitored by the dedicated Neighbourhood Policing sergeant.
- The force demonstrated a broad range of joint problem-solving activities across neighbourhoods, with partnership groups and the community, such as community safety action teams, SNGs, multi-agency problem-solving groups, youth services, community-development workers, social services, environmental health, Department for Work and Pensions, utility companies and CANDO, which are recorded on the neighbourhood-management database.
- Each Neighbourhood Policing team has a CADRO attached to each of the 22 sections who is responsible for identifying problem profiles and assisting Neighbourhood Policing officers to deliver against these priorities.
- Examples were provided of police, partners and other agencies actively working together to improve problem-solving outcomes – e.g. Operation Catapult, which addressed street-prostitution issues in Newport, involved police, the local health board, outreach health workers, Barnardos, Kaleidoscope (a drug referral and treatment charity), social services and a senior nurse from the Newport sexually transmitted disease clinic.
- The Torfaen and Monmouthshire CSP has co-funded a partnership analyst, who prepares analytical products for partnership tasking.
- Information sharing between the police, partners and communities is facilitated by the SNGs. The groups meet quarterly, with the chair rotating between the police and the local council. Information and problems are shared within this group, including information on prolific offenders and those on the cusp of offending. Group members work together to resolve issues, such as action to support ASBOs or interventions that negate the need for ASBOs under the Prevention Intervention project. SNGs are tailored to individual wards, and initiatives such as Timebank are actively used, where children from all backgrounds earn points for community-based commitment, such as cleaning

graffiti and picking up litter. The points are then exchanged for shop and cinema vouchers. Numerous partners contribute to SNGs, including community representatives (KIN members), YOTs, outreach workers, local councillors, education and police officers.

- At neighbourhood level, joint problem-solving performance is monitored by Neighbourhood Policing sergeants, and records are maintained on the neighbourhood-management database, detailing actions and feedback to the community via the action plan owner.
- The database includes a keyword search facility for practitioners to identify and use good practice from elsewhere.
- In each of the five CSPs, joint strategic assessments have been produced and published that reflect individual neighbourhood priorities. They have been completed in line with the requirements of the Crime and Disorder Act review (as legislated by the Police and Justice Bill 2006) regarding completion of strategic assessments by April 2008. These assessments have been used to inform each of the three-year CSP strategic plans.
- Joint problem-solving techniques are evident across all the wards. Examples given included an anti-social behaviour problem concerning the Maindee shopping centre that was identified at PACT; Welsh Assembly Government (WAG) funding for an initiative that environmentally designed out the problem to a successful resolution. A further example was given of a divisional burglary problem in Newport, which was also raised as a PACT priority. A joint problem-solving approach was undertaken, involving police, housing, local authority closed-circuit television (CCTV) and the community itself (providing local intelligence). A total of 181 burglaries were detected, and results were fed back through various mediums.
- At sectional level, there is an additional TTCG process; the group is chaired by the section inspector, and meetings vary in frequency from division to division. This has enabled neighbourhood issues and problems to be identified and tasked through a formal process, in response to ward priorities and demand, which may not have ordinarily featured at level 1 TTCG meetings.
- At the start of PACT meetings, attendees are updated by the relevant partners/agencies on the action taken against the previously agreed priorities, and are asked if they are satisfied with the action taken. If so, the local Neighbourhood Policing sergeant signs off the problem on the neighbourhood-management database.
- In C division, a call-back service operates, whereby the problem sponsor is contacted by a neighbourhood officer to check whether they are satisfied with the action taken before the problem can be signed off.
- A range of joint problem-solving training is undertaken by police and partners, at both divisional level and through HQ learning and development, which facilitates periodic joint problem-solving seminars. For example, a shared best-practice workshop was held in March 2008 with partners from across the force area, at which a number of problem-solving methods were discussed and various scenarios were jointly worked through to resolution.
- Community volunteers who assist with joint problem-solving seminars have been

provided with training support by the force to enhance their skills in terms of presenting the scenarios at these events.

- The PCSO initial training course (eight weeks) includes problem solving based on the SARA principle, which is aligned to the joint problem-solving template used by neighbourhood officers to record problems on the neighbourhood-management database.
- A formal evaluation of the neighbourhood officer course was undertaken in April 2006. It recommended that this week-long course be discontinued and replaced with the CLDP Neighbourhood Policing programme for all Neighbourhood Policing staff.
- All neighbourhood staff have been provided with training on the neighbourhood-management database. This enables neighbourhood teams to record community-engagement types and joint problem-solving initiatives. The database also contains a user-friendly guide and a 'frequently asked questions' section.

Work in progress

- Each of the five CSPs is implementing the national minimum standards for NIM delivery. The recently completed joint strategic assessments will inform the forthcoming review of the force control strategy. Negotiations have already commenced between BCU commanders and their respective local authority chief executives, with a view to each of the local authorities producing joint strategic assessments in the autumn, thereby linking in with the compilation of the force strategic assessment.
- A formal evaluation (Kirkpatrick model) of the PCSO initial training course was completed in February 2008 by the learning and development department. It put forward a number of recommendations, and these will be incorporated into future training.

Areas for improvement

- Priorities identified by communities through various community-engagement types are recorded on the neighbourhood-management database and are reviewed by neighbourhood supervisors. A key part of the problem action plan tasked to Neighbourhood Policing staff involves keeping the problem sponsor updated to final resolution. This does not appear to be happening in all divisions; in some cases, sergeants review the action plan and, if they are satisfied that it has been effective, they will close it on the system without formal endorsement by the problem sponsor, either verbally or in writing, that significant progress has been made or a key milestone met.
- A proactive learning-needs analysis for partners and the community regarding joint problem-solving training needs has not been undertaken by the force.

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Gwent	-11.0pp	-2.5pp	-7.3pp	+2.0pp	+4.5pp	+3.8pp

Summary statement

The SPI/KDI data shows that force performance is significantly worse than the average for the MSF.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 2 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

SPI 2a – percentage of people who think that their local police do a good or excellent job.

38.6% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is significantly worse than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 38.6% of people surveyed think that their local police do a good or excellent job, compared with 41.1% in the year ending March 2006.

KDI – percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.

42.0% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is significantly worse than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 42.0% of people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 40.1% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

21.8% LSO to insert text of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 21.8% of people surveyed think there is a high level of anti-social behaviour, compared with 18.0% in the year ending March 2006.

Strengths

- The commitment to improving satisfaction and confidence can be demonstrated by the development of Neighbourhood Policing teams and a clear Citizen Focus vision, which has been personally led by the Chief Constable (eg the Listen programme road-show events, which over 92% of staff have attended).
- The force recognises that satisfaction – ie people thinking that their local police do a good job – underpins the measurement of the progress made in implementing Citizen Focus and Neighbourhood Policing. In 2007/08, the force commissioned an external company to conduct a random, pan-Gwent postal survey to establish a survey user database and to seek local views on two questions, namely: ‘How satisfied are you that your local police are doing a good job?’ and ‘How satisfied are you that the police in your area are dealing with the things that matter to you and the people in your community?’ A response rate of 24% was achieved, on a survey sample size of 4,582. The results of the survey were encouraging and showed that 65.7% of people think that Gwent Police does a good job, while 63.6% are satisfied that the police in their area are dealing with the things that matter to them and to people in their community.
- The performance-review section of corporate services publishes a quarterly breakdown report, by BCU, of the results of the telephone user-satisfaction survey data, carried out on a random sample of victims of domestic burglary, violent crime, vehicle crime, racist incidents, road traffic collisions (RTCs) and anti-social behaviour. For the period April to December 2007, a total of 1,780 interviews were completed. The report is disseminated to BCU level to inform performance-management processes at a local level.

- The user-satisfaction quarterly report incorporates responses from people to the survey at BCU level; these are grouped into the categories of:
 - contact;
 - actions;
 - being kept informed of progress;
 - treatment;
 - whole experience;
 - anti-social behaviour;
 - key factors that affect satisfaction; and
 - progress over time (rolling 12 months).

- Excerpts from the quarterly user-satisfaction report headline survey findings in each of the categories. A selection of comments is sent to BCUs on a quarterly basis, eg:
 - Contact – of the 933 respondents, 93% said it was easy to contact the police when they needed to and 92% felt that they were dealt with in an acceptable time in this initial contact.

 - Actions – between 77% and 82% of respondents were reassured by what the police did regarding the actions taken by the officers and staff who dealt with their crime.

 - Being kept informed of progress – satisfaction with being kept informed ranged from 55% to 57% and is below the force target of 65%.
 - Treatment – all divisions received mainly positive responses about the attitude and behaviour of officers and staff; satisfaction ranged from 89% to 94%.

 - Whole experience – taking the whole experience into account, 78% of respondents were satisfied with the overall service provided by the police, although this is below the force target of 85%. Overall satisfaction has not changed significantly over the course of the year and is similar for all divisions, ranging from 75% to 81%.

 - Anti-social behaviour – 68% of anti-social behaviour respondents were satisfied with the whole experience of dealing with the police; this is below the force target of 85%. The three most common reasons given by those who were reassured and those who were not reassured related to not being kept informed (20%), not enough action being taken (45%) or the problem not being resolved.

 - Progress over time – the downward trend in satisfaction with being kept informed has continued for the crime/RTC survey; satisfaction with treatment has increased over time for the anti-social behaviour survey; satisfaction with ease of contact remains high and stable for all divisions; satisfaction with actions taken is similar for all divisions for the crime/RTC survey, but has dramatically decreased for A division in the anti-social behaviour survey; satisfaction with being kept informed is low for all divisions and has decreased significantly for A division in the anti-social behaviour survey; satisfaction with treatment is high for all divisions for the crime/RTC and anti-social behaviour surveys, but A division is behind all the other divisions; satisfaction with the whole experience is reasonably stable for the crime and RTC survey, but fluctuates for A division in the anti-social behaviour survey, and domestic burglary satisfaction has decreased; in the case of racist incidents, satisfaction fluctuates due to the small sample size.

Work in progress

- The satisfaction of people with the job their police are doing will continue to be part of the joint consultation programme for 2008/09, measured across a sample of over 4,500 respondents. A key development from this consultation programme will be the introduction of measurement down to ward level, which will provide enhanced information to drive improvements in performance at force and BCU level. A specific target has been set in the 2008/09 policing plan to improve the percentage of people who think that their local police do a good job to 70%, from last year's 65.7%.
- A performance-management framework for Neighbourhood Policing is being developed to measure the impact of Neighbourhood Policing on the communities of Gwent. The framework monitors performance data at three levels – force, BCU and ward. At each of these levels, performance indicators are grouped into the four areas of access, influence, interventions and answers.

Areas for improvement

- None identified.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

Strengths

- Approximately two weeks before a PACT meeting, Neighbourhood Policing teams conduct a local paper-based satisfaction/confidence survey (with five questions drawn from the 'Your voice does count' core questionnaire) to seek information that will improve local service delivery.
- The corporate services department produces a detailed monthly performance report on policing performance assessment framework (PPAF) indicators, comparing year-to-date performance with the previous year's performance and the percentage change in the priority order of Citizen Focus, reducing crime, investigating crime and resource use. This information is reviewed at the monthly strategic tasking and co-ordination group (STCG) meeting, which is chaired by the Chief Constable.
- A monthly performance briefing that complements the PPAF report is produced by the corporate services department, detailing progress against the LPP targets, with an emphasis on 'focus on the customer'; this includes the targets of keeping people informed, overall victim satisfaction, doing a good job, and call-handling results, and is also reviewed at the monthly STCG meeting.

Work in progress

- The following targets for victim satisfaction have been set in the 2008/09 policing plan:
 - 55% of victims of domestic burglary, violent crime, vehicle crime and RTCs will be satisfied with police performance with respect to being kept informed of progress; and
 - 80% of victims of domestic burglary, violent crime, vehicle crime and RTCs will be satisfied with police performance with respect to the overall service provided.
- For nearly 12 months, supervisors have been required to undertake one monthly random quality check per member of staff to monitor compliance with the Listen standards, completing a template questionnaire that is recorded on a searchable intranet database and submitted electronically to the corporate services department. Management information arising from these quality checks will be incorporated into performance-review mechanisms at force, BCU and individual level.
- A performance-management framework for Neighbourhood Policing is being developed by the force to measure the impact of Neighbourhood Policing on the communities of Gwent. The framework aims to monitor satisfaction and confidence performance data at three levels – force, BCU and ward – in order to inform existing performance-review processes at these levels. At each of these levels, performance indicators are grouped into the four areas of access, influence, interventions and answers.

- A comprehensive action plan to understand and narrow the victim-satisfaction performance gap is owned by the newly appointed head of corporate services, who is responsible for driving and reporting progress on a monthly basis to the STCG, chaired by the Chief Constable.
- Each BCU has formed a satisfaction and confidence focus group, which is chaired by a member of the command team. This group is responsible for monitoring performance regarding:
 - Listen data and associated staff training;
 - victim-satisfaction survey outcomes; and
 - neighbourhood-management data, including a specific performance indicator for the satisfaction of local communities with the resolution of community priorities. (A priority will only be signed off by this group when local community satisfaction has been assessed.)

Areas for improvement

- None identified.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the police authority have convincingly shown how they have ensured that Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- There continues to be a strong lead from the Association of Chief Police Officers team to sustain Neighbourhood Policing over the longer term.
- The citizen-focused policing programme was established in 2005, under the leadership of the DCC, to oversee the development of the force's response to the government White Paper *Building Safer Communities*. Eight work streams formed part of this programme, each with identified lead managers:
 - Neighbourhood Policing;
 - improving the user experience;
 - engagement;
 - cultural change;
 - modernising the workforce;
 - technology;
 - resourcing change; and
 - keeping people informed.
- A formal review of this programme was conducted in June 2007 and concluded that the limited work outstanding could be more effectively programme-managed under 'Staying Ahead: the 2011 review'; this decision was fully endorsed by the police authority.
- The Chief Constable is leading the force's change programme – 'Staying Ahead: the 2011 review' – to ensure that the force is configured to deliver the best possible service to the people of Gwent with the resources available. Neighbourhood Policing is a key strategic work stream in the programme to deliver safer communities, in line with the vision set out in the joint policing plan 2008–11.
- The 2011 review is headed by Assistant Chief Constable Horne, supported by a full-time temporary chief superintendent, who has undertaken the role of programme co-ordinator. A responsive governance structure is in place and reports to a programme steering group, which is attended by chief officers, police authority members and staff associations.
- The review will present solutions that represent the best use of resources to achieve the following outcomes:
 - effective Neighbourhood Policing;
 - effective arrangements to deliver protective services;
 - effective management of the demand for police response;
 - the delivery of a high-quality service to the customer, in line with the national quality of service commitment (QoS); and
 - optimum performance against policing objectives, using NIM, particularly in areas of reducing crime, bringing offenders to justice, efficient support services and plans to secure cashable efficiency gains of 15% by April 2011.

- The police authority is actively involved in the governance and scrutiny of Neighbourhood Policing, at force and BCU level, through representation on the Staying Ahead steering group, and through the authority's community safety and engagement committee, which is attended by the Chief Constable.
- All identified areas for improvement and work in progress in response to HMIC's 2007 inspection and NPIA assessments have been prioritised for action, using a tracker matrix. Action plans are updated and monitored on at least a quarterly basis. High-priority areas are monitored more closely at chief officer level and by the police authority.
- The tracker matrix is produced and maintained by the corporate services department, and requires quarterly updates by framework leads. The tracker matrix will soon be available in a 'digital dashboard' format, accessible to framework leads, for updating via the force intranet.
- All areas for improvement and work in progress have been graded by framework leads in order of priority for attention, using A to C assessments (A being high priority and C low priority).
- Progress towards achievement will be monitored by the force STCG and at the quarterly meeting of the police authority's corporate planning and performance committee.
- The police authority has appointed lead members for each BCU and the five CSPs, and they play an active part in community engagement by being visible and accessible at a local (BCU) level.

Work in progress

- The Staying Ahead programme has three distinct phases.
 - Phase 1 was completed in September 2007 and set the aspirational vision and principles.
 - Phase 2 is due to be completed by June 2008 and requires work-stream leads to report options for change to the Chief Constable, police authority and key stakeholders.
 - Phase 3 is described as the implementation stage; it will introduce and embed the recommended changes across the organisation over three years.
- The director of finance is responsible for reviewing the force estate as part of Staying Ahead, to ensure that it can deliver the options papers being prepared by the work-stream leads for consideration in phase 2 of the programme.

Areas for improvement

- None identified.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

A Citizen Focus ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery. The force partially communicates the National Quality of Service Commitment standards, the Code of Practice for Victims of Crime standards and the force corporate/accessibility standards to its communities.

Service users' views are partially sought and are partially used to improve service delivery.

Strengths

- In 2007/08 the force commissioned an external company to conduct a random, pan-Gwent postal survey to establish a survey user database and to seek local views on two questions, namely: 'How satisfied are you that your local police are doing a good job?' and 'How satisfied are you that the police in your area are dealing with the things that matter to you and the people in your community?'
A response rate of 24% was achieved, on a survey sample size of 4,582. The results of the survey were encouraging and showed that 65.7% of people think that Gwent Police does a good job, while 63.6% are satisfied that the police in their area are dealing with the things that matter to them and to people in their community.
- A password-protected 'viewpoint' internet website is accessible to trained staff to upload survey data obtained through standpoint technology at ward, BCU and force level. This is capable of producing a speedy analysis of survey data that relates to local satisfaction and confidence feedback and local priority-setting questions (within 20 minutes of upload), creating a meaningful report that helps identify opportunities for improving local service delivery.
- A training event entitled 'Listen harder, Listen better' was organised by the force to provide front-line staff and officers with a knowledge and awareness of community-based issues that will help them deliver a customer-focused service. One of the main reasons for arranging this event was a suggestion from the training community consultation group. A number of organisations contributed to the event (including Providing Access Under Social Enterprise (PAUSE), Gwent Healthcare NHS Trust, Torfaen People First and Monmouthshire youth service), which was targeted at a suitable audience to enhance and develop the philosophy of the Listen programme in the force.

- A number of front counters were visited by the inspection team, which found the accommodation to be clean and tidy, and to have suitable seating areas. They also have good access, including disabled facilities, toilet facilities and reasonable car parking. An array of information was on display, including a poster with the names and photographs of the local neighbourhood team. Staff were welcoming and pleasant. Having attended the Chief Constable's Listen seminars and seen information on the force's Listen intranet site, they were aware of the standards expected of them. Where front counters are not open 24 hours, an out-of-hours phone linked to the force control room was available and working.
- The force has created welcome packs for emerging communities, using information, from the WAG website, entitled 'Welcome to Wales'; public-service information is available in 40 different languages in these packs, which are available from front counters across the force.
- To make its services more citizen friendly, a text-messaging and contact-via-fax service has been introduced, which enables anyone who has problems in communicating on the phone to report an emergency by sending a text or fax message to the force control room; where appropriate, information can be shared with other emergency services.
- The force has invested in an easily accessible and corporately branded internet website, entitled 'Local for you – Neighbourhood Policing', which allows citizens to access the name and contact details of their local neighbourhood officer and obtain local meeting times and venues. Communities can access their ward via a postcoded 'look up' system that will link the enquirer to the relevant team. Local priorities are displayed by ward, with each local site detailing the three main priorities for each ward.
- The BCU commander in Newport chairs a quarterly meeting of community leaders and representatives that is attended by key community leaders from diverse communities and police authority members, and that discusses community issues and concerns with the BCU commander. The meetings are formally documented.
- The citizen-focused policing programme was established in 2005, under the leadership of the DCC, to oversee the development of the force's response to the government White Paper *Building Safer Communities*. Eight work streams formed part of this programme, each with identified lead managers:
 - Neighbourhood Policing;
 - improving the user experience;
 - engagement;
 - cultural change;
 - modernising the workforce;
 - technology;
 - resourcing change; and
 - keeping people informed.
- A formal review of this programme was conducted in June 2007 and concluded that the limited work outstanding could be more effectively programme-managed under 'Staying Ahead: the 2011 review'; this decision was fully endorsed by the police authority.
- The Chief Constable is leading the force's change programme – 'Staying Ahead: the 2011 review' – to ensure that the force is configured to deliver the best possible service to the people of Gwent with the resources available. The 2011 review is headed by

Assistant Chief Constable Horne, supported by a full-time temporary chief superintendent, who has undertaken the role of programme co-ordinator. A responsive governance structure is in place and reports to a programme steering group, which is attended by chief officers, police authority members and staff associations.

- The review will present solutions that represent the best use of resources to achieve the following outcomes:
 - effective Neighbourhood Policing;
 - effective arrangements to deliver protective services;
 - effective management of the demand for police response;
 - the delivery of a high-quality service to the customer, in line with the national QoS; and
 - optimum performance against policing objectives, using NIM, particularly in areas of reducing crime, bringing offenders to justice, efficient support services and plans to improve secure cashable gains of 15% by April 2011.
- The police authority is actively involved in the governance and scrutiny of 'Staying Ahead: the 2011 review' through representation on the programme steering group.
- The authority is involved in the governance and scrutiny of satisfaction and confidence performance, at force and BCU level, receiving detailed data at its monthly corporate planning and performance committee meetings. These are attended by the Chief Constable and are formally minuted. A member of the police authority has been security cleared to attend performance-review meetings at force and BCU levels.
- A performance officer has recently been appointed by the authority and has access to all police information systems in order to facilitate performance analysis and scrutiny.
- The police authority has appointed lead members for each BCU and the five CSPs, and they play an active part in community engagement by being visible and accessible at a local level.
- For the three-month period October to December 2007, one direction and control complaint was closed; this reflects the low volume of such complaints received by the force.
- The head of the professional standards department is responsible for ensuring that any new learning that arises from direction and control complaint investigations is disseminated appropriately across the force.
- The QoS has been written as a public-facing document, setting out clearly the service that can be expected when a member of the public makes contact with the police for any reason. The document is easily accessible to the public, in electronic format, on the force website.
- The published QoS document sets out 46 standards, detailing what the force does now and what it intends to do over the longer term in eight categories:
 - making it easier to contact us;
 - providing a professional and high-quality service;
 - dealing with your initial contact;
 - keeping you informed;

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- ensuring that your voice counts;
 - victims of crime;
 - freedom of information; and
 - complaints.
- A shortened version of the force QoSC and the Code of Practice for Victims of Crime has been published as a leaflet and has been widely distributed to communities and placed in public buildings, such as libraries. The leaflet is available in Welsh and English.
 - There was a high level of awareness among staff of the requirements of the Victims' Code of Practice – this is a requirement under the Listen expectations in terms of the 'notify people' strand.

Work in progress

- The force is in the process of putting a contract out to tender with an external company to undertake a pan-Gwent postal survey, similar to that undertaken in 2007/08, to seek local views. The survey will be based on the 'Your voice does count' core questionnaires. The survey will generate satisfaction and confidence data at force and ward level, to promote understanding of local issues that may impact on force-level performance.
- The force is developing a technical information technology (IT) survey platform to capture survey data using various methods, including standpoint technology, external survey data, PACT meetings, virtual panels, intranet, local events and paper-based surveys conducted at force, BCU and ward levels. This will establish a comprehensive organisational survey database to improve service delivery at all levels.
- A consultation web page containing the full 'Your voice does count' survey questionnaire is available on the force and police authority websites. All Gwent residents are invited to complete the questionnaire and return it electronically for inclusion on the main IT survey platform currently being developed.
- A proposal has been agreed in principle by the all-Wales contact-management group to undertake a public expectation survey in Wales, to identify what members of the public expect when they contact the police. The business case outlining the consultation exercises – including four regional focus groups, 5,000 postal surveys and 400 telephone interviews – is currently being considered by the Wales collaboration team, and will be led by Gwent Police.
- The Beyond the Call project is the force's response to the HMIC thematic inspection of police contact management and seeks to overhaul the response to calls for service; it is a key enabling work stream in the Staying Ahead review programme. Already this project has shown that only 26% of calls relate to crime and incidents, and that the remaining 74% do not require the deployment of a police resource. Up to 40% of calls are repeat calls, asking for information that could have been provided at the outset – eg callers asking when an officer will be attending. The force continues to make progress against the project implementation plan to ensure that its call-handling services are more citizen friendly – eg implementing a telephone investigation unit following a successful pilot in January 2008, and dealing with more general enquiries at the first point of contact with the customer.

- The force is currently exploring the feasibility of a facility that will enable its public-facing website information to be audible, and thus to assist visually impaired groups.
- In November 2007, the corporate communications department carried out a 'mystery shopper' exercise to evaluate the quality of service at the public access points in 51 police stations and sub-stations across the force. The findings were generally positive, and those areas that were identified for improvement are being progressed through an action plan.
- Staying Ahead is made up of three distinct phases.
 - Phase 1 was completed in September 2007 and set the aspirational vision and principles.
 - Phase 2 is due to be completed by June 2008 and requires work-stream leads to report options for change to the Chief Constable, the police authority and key stakeholders.
 - Phase 3 is described as the implementation stage; it will introduce and embed the recommended changes across the organisation over three years.
- A new force policy, entitled 'Our QoSC compliance monitoring policy', was published in January 2008 and sets out how the force intends to conduct a full six-monthly audit of compliance in both April and October. It is intended that the results of the quantitative and qualitative audit and review will be presented to the STCG so that any areas for improvement can be actioned and monitored.
- The documented QoSC audit plan is a mirror document of the published QoSC document and is scheduled to be updated with the relevant quantitative and qualitative performance data after completion of the first formal audit conducted by the force, in April 2008.

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the criminal justice process.

Summary statement

The force has fully embedded corporate service standards that are expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance-management processes.

Strengths

- A password-protected 'viewpoint' internet website is accessible to trained staff to upload survey data obtained through standpoint technology at ward, BCU and force level. This is capable of producing a speedy analysis of survey data that relates to local satisfaction and confidence feedback and local priority-setting questions (within 20 minutes of upload), creating a meaningful report that helps identify opportunities for improving local service delivery.
- The BCU commander in Newport chairs a quarterly meeting of community leaders and representatives that is attended by key community leaders from diverse communities and police authority members, and that discusses community issues and concerns with the BCU commander. The meetings are formally documented.
- The corporately branded 'Local for you – Neighbourhood Policing' website enables members of the community to communicate direct with their local neighbourhood officer via email; staff are expected to respond within a maximum of five days, but preferably within 72 hours.
- All staff are expected to respond to all non-emergency enquiries received from the public by email or telephone within five days, but preferably within 72 hours; compliance is tested on a monthly basis at a local level by senior managers, who undertake random dip sampling by sending emails to selected members of staff from an external address.
- Training in the use of the email system is offered to all staff, and the force's e-management policy provides guidance on usage to all staff. For voicemail usage, no specific training is provided, although a comprehensive user guide is readily accessible to staff.
- The Listen programme was short-listed for an award by the Association of Police Public Relations Officers at its national conference, in the category 'Excellence in planned communication', in recognition of the internal communications campaign undertaken by the force to raise awareness of this culture-change programme.
- Evidence was provided of staff receiving formal reward and recognition for delivering a positive experience to the public, eg:
 - a force commendation – awarded to a neighbourhood team for its collective skills that have improved the safety and well-being of the communities in Cwmbran, significantly reduced crime and made a real difference to the quality of life for local residents;

- divisional commendations awarded to two PCSOs (Pontypool) for commitment and teamwork in building community links, developing partnerships, restoring confidence in the police and turning an area of traditionally high crime and disorder into one of low crime, low disorder;
 - awards for two PCSOs (Bettws) for good work in setting up and developing 43 Neighbourhood Watch and Pub Watch schemes in the Graig and Rogerstone areas of Newport, and for producing and distributing a monthly community newsletter;
 - Community Police Officer of the Year Award 2007, awarded to a police constable (Ystrad Mynach) in recognition of his personal skills, local initiatives to combat crime and his working relationship with the community;
 - Community Support Officer of the Year Award 2007, awarded to a PCSO (Pillgwenlly) in recognition of his contribution to Neighbourhood Policing, his personal skills and the quality of the community intelligence that he has been able to gather, thus adding considerable value to policing the community in which he serves; and
 - Employee of the Year Award 2007, awarded to a police constable (Cwmbran) for demonstrating commitment and dedication to partnership working that has resulted in a better quality of life for local communities and has built on the good reputation of the force.
- The Chief Constable is committed to creating a culture of customer-service excellence across Gwent Police. The branded Listen principles have been introduced and widely marketed throughout the organisation, to continue the shift from a quantitative, process-led organisation to one that is qualitative, empathetic and outward facing.
 - The Chief Constable has personally led a large number of road shows to deliver his message to every member of the force, supported by a wealth of information that is accessible to staff via the force intranet system.
 - The Listen principles are championed by locally based members of staff across all departments at force and BCU level, and a high level of understanding of these corporate standards by all staff was very much in evidence.
 - A QoSC leaflet was published recently and was distributed to all police officers and staff to reinforce the eight customer-service standards expected of staff, in line with the Listen expectations.
 - The Listen principles are integrated in all force training programmes.
 - Approximately 50% of call-handling staff have completed National Vocational Qualification (NVQ) level 2 training in customer service; this is now mandatory for all new members of staff working in call centres.
 - The performance-review section of corporate services publishes a quarterly breakdown report, by BCU, of the results of the telephone user-satisfaction survey data conducted on a random sample of victims of domestic burglary, violent crime, vehicle crime, racist incidents, RTCs and anti-social behaviour. For the period April to December 2007, a

total of 1,780 interviews were completed. The report is disseminated to BCU level to inform performance-management processes at a local level.

- The user-satisfaction quarterly report incorporates responses from people to the survey at BCU level; these are grouped into the categories of:
 - contact;
 - actions;
 - being kept informed of progress;
 - treatment;
 - whole experience;
 - anti-social behaviour;
 - key factors that affect satisfaction and
 - progress over time (rolling 12 months).

- Excerpts from the quarterly user-satisfaction report headline survey findings in each of the categories. A selection of comments is sent to BCUs on a quarterly basis, eg:
 - Contact – of the 933 respondents, 93% said it was easy to contact the police when they needed to and 92% felt that they were dealt with in an acceptable time in this initial contact.
 - Actions – between 77% and 82% of respondents were reassured by what the police did regarding the actions taken by the officers and staff who dealt with their crime.
 - Being kept informed of progress – satisfaction with being kept informed ranged from 55% to 57% and is below the force target of 65%.
 - Treatment – all divisions received mainly positive responses about the attitude and behaviour of officers and staff; satisfaction ranged from 89% to 94%.
 - Whole experience – taking the whole experience into account, 78% of respondents were satisfied with the overall service provided by the police, although this is below the force target of 85%. Overall satisfaction has not changed significantly over the course of the year and is similar for all divisions, ranging from 75% to 81%.
 - Anti-social behaviour – 68% of anti-social behaviour respondents were satisfied with the whole experience of dealing with the police; this is below the force target of 85%. The three most common reasons given by those who were reassured and those who were not reassured related to not being kept informed (20%), not enough action was taken (45%) or the problem was not resolved.
 - Progress over time – the downward trend in satisfaction with being kept informed has continued for the crime/RTC survey; satisfaction with treatment has increased over time for the anti-social behaviour survey; satisfaction with ease of contact remains high and stable for all divisions; satisfaction with actions taken is similar for all divisions for the crime/RTC survey, but has dramatically decreased for A division in the anti-social behaviour survey; satisfaction with being kept informed is low for all divisions and has decreased significantly for A division in the anti-social behaviour survey; satisfaction with treatment is high for all divisions for the crime/RTC and anti-social behaviour survey, but A division is behind all the other divisions; satisfaction with the whole experience is reasonably stable for the crime and RTC survey, but fluctuates for A division in

the anti-social behaviour survey, and domestic burglary satisfaction has decreased; in the case of racist incidents, satisfaction fluctuates due to the small sample size.

Work in progress

- The force is developing a technical information technology (IT) survey platform to capture survey data using various methods, including standpoint technology, external survey data, PACT meetings, virtual panels, intranet, local events and paper-based surveys conducted at force, BCU and ward levels. This will establish a comprehensive organisational survey database to improve service delivery at all levels.
- A public-facing policing plan for 2008/09 has been published; it reflects a continued emphasis on the development of a citizen-focused policing service, on improving public confidence and satisfaction and, at the same time, sustaining operational performance, in line with the focus set by the Government. A specific target has been set to improve the percentage of people who think their local police do a good job – from 65.7% last year to 70% in 2008/09.
- An ongoing Listen training programme is being rolled out to all staff by supervisors who have been trained as local/departamental champions; it is estimated that 50% of all staff have received this training on how to deliver the corporate standards.
- For nearly 12 months, supervisors have been required to undertake one monthly random quality check per member of staff to monitor compliance with the Listen standards, completing a template questionnaire that is recorded on a searchable intranet database and submitted electronically to the corporate services department. Management information arising from these quality checks will be incorporated into performance-review mechanisms at force, BCU and individual level.
- A performance-management framework for Neighbourhood Policing is being developed by the force to measure the impact of Neighbourhood Policing on the communities of Gwent. The framework aims to monitor satisfaction and confidence performance data at three levels, namely force, BCU and ward, and will inform existing performance-review processes at these levels. At each of these levels, the performance indicators are grouped into the four areas of access, influence, interventions and answers.
- Each BCU has formed a satisfaction and confidence focus group, chaired by a member of the command team. This group is responsible for monitoring performance regarding:
 - Listen data and associated staff training;
 - victim-satisfaction survey outcomes and
 - neighbourhood-management data, including a specific performance indicator for the satisfaction of local communities with the resolution of community priorities. (A priority will only be signed off by this group when local community satisfaction has been assessed.)
- Approximately two weeks before a PACT meeting, Neighbourhood Policing teams conduct a local paper-based satisfaction/confidence survey (using five questions drawn from the 'Your voice does count' core questionnaire), to seek information that will go to improve local service delivery. The force plans to implement a process that will allow such paper-based survey data to be uploaded onto the corporate survey database (due

September 2008), to enable a wider analysis of survey data and thus inform future policing plans and priorities.

Area for improvement

- There is no systematic process in place to test periodically the impact of local policing and partnership activities on individual satisfaction and confidence before and after specific problem-solving activity.

The force can demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Gwent	-1.5pp	-1.7pp	-7.5pp	17.5pp

Summary statement

The SPI data shows that force performance is not significantly different to the average for the MSF.

The SPI data also shows that force performance is unchanged compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is unchanged.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 17.5 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in the force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of the statistical analysis methodology at Appendix 2 at the end of this report.

Victims of crime and users of police services are surveyed using Gwent Police's own user satisfaction surveys, which comply with national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

SPI 1e – satisfaction with the overall service provided.

79.4% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 79.4% of people surveyed were satisfied with the overall service, compared with 81.1% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance was unchanged in the year ending March 2008; 57.5% of users from minority ethnic groups were satisfied with the overall service provided, compared with 65.0% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 17.5 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Strengths

- A password-protected 'viewpoint' internet website is accessible to trained staff to upload survey data obtained through standpoint technology at ward, BCU and force level. This is capable of producing a speedy analysis of survey data that relates to local satisfaction and confidence feedback and local priority-setting questions (within 20 minutes of upload), creating a meaningful report that helps identify opportunities for improving local service delivery.
- The corporate services department produces a detailed monthly performance report on PPAF indicators, which compares year-to-date performance against the previous year's performance and the percentage change in Citizen Focus, reducing crime, investigating crime and resource use. This information is reviewed at the monthly STCG meeting chaired by the Chief Constable.
- A monthly performance briefing that complements the PPAF report details performance against the LPP targets, with an emphasis on the area of 'focus on the customer'; this includes the targets of keeping people informed, overall victim satisfaction, doing a good job and call-handling results, and is reviewed at the monthly STCG meeting (chaired by

the Chief Constable).

- The performance-review section of corporate services publishes a quarterly breakdown report, by BCU, of the results of the telephone user-satisfaction survey data, carried out on a random sample of victims of domestic burglary, violent crime, vehicle crime, racist incidents, RTCs and anti-social behaviour. For the period April to December 2007, a total of 1,780 interviews were completed. The report is disseminated to BCU level to inform performance-management processes at a local level.
- The user-satisfaction quarterly report incorporates responses from people to the survey at BCU level; these are grouped into the categories of:
 - contact;
 - actions;
 - being kept informed of progress;
 - treatment;
 - whole experience;
 - anti-social behaviour;
 - key factors that affect satisfaction and
 - progress over time (rolling 12 months).
- Excerpts from the quarterly user-satisfaction report headline survey findings in each of the categories. A selection of comments is sent to BCUs on a quarterly basis, eg:
 - Contact – of the 933 respondents, 93% said it was easy to contact the police when they needed to and 92% felt that they were dealt with in an acceptable time in this initial contact.
 - Actions – between 77% and 82% of respondents were reassured by what the police did regarding the actions taken by the officers and staff who dealt with their crime.
 - Being kept informed of progress – satisfaction with being kept informed ranged from 55% to 57% and is below the force target of 65%.
 - Treatment – all divisions received mainly positive responses about the attitude and behaviour of officers and staff; satisfaction ranged from 89% to 94%.
 - Whole experience – taking the whole experience into account, 78% of respondents were satisfied with the overall service provided by the police, although this is below the force target of 85%. Overall satisfaction has not changed significantly over the course of the year and is similar for all divisions, ranging from 75% to 81%.
 - Anti-social behaviour – 68% of anti-social behaviour respondents were satisfied with the whole experience of dealing with the police; this is below the force target of 85%. The three most common reasons given by those who were reassured and those who were not reassured related to not being kept informed (20%), not enough action was taken (45%) or the problem was not resolved.
 - Progress over time – the downward trend in satisfaction with being kept informed has continued for the crime/RTC survey; satisfaction with treatment has increased over time for the anti-social behaviour survey; satisfaction with ease of contact remains high and stable for all divisions; satisfaction with actions taken is similar for all divisions for the crime/RTC survey, but has dramatically decreased

for A division in the anti-social behaviour survey; satisfaction with being kept informed is low for all divisions and has decreased significantly for A division in the anti-social behaviour survey; satisfaction with treatment is high for all divisions for the crime/RTC and anti-social behaviour survey, but A division is behind all the other divisions; satisfaction with the whole experience is reasonably stable for crime and RTC survey, but fluctuates for A division in the anti-social behaviour survey, and domestic burglary satisfaction has decreased; in the case of racist incidents, satisfaction fluctuates due to the small sample size.

- An internal neighbourhood-management database is maintained to capture all ward profiles, local priorities, contacts and minutes of PACT meetings. This information is available across the force to feed NIM processes.
- Ownership of priorities that fall to Neighbourhood Policing teams are recorded on a template (based on the SARA model) that is entered on the neighbourhood-management database, where it is reviewed and monitored by the dedicated Neighbourhood Policing sergeant.

Work in progress

- The following targets for victim satisfaction have been set in the 2008/09 policing plan:
 - 55% of victims of domestic burglary, violent crime, vehicle crime and RTCs will be satisfied with police performance with respect to being kept informed of progress; and
 - 80% of victims of domestic burglary, violent crime, vehicle crime and RTCs will be satisfied with police performance with respect to the overall service provided.

To support delivery, a strategic lead has been appointed, with responsibility for force-wide delivery against each target in the policing plan.

- A performance-management framework for Neighbourhood Policing is being developed by the force to measure the impact of Neighbourhood Policing on the communities of Gwent. The framework aims to monitor satisfaction and confidence performance data at three levels – force, BCU and ward – and will inform existing performance-review processes at these levels. At each of these levels, the performance indicators are grouped into the four areas of access, influence, interventions and answers.
- A comprehensive action plan to understand and narrow the victim-satisfaction performance gap is owned by the newly appointed head of corporate services, who is responsible for reporting progress on a monthly basis to the STCG, chaired by the Chief Constable.

Area for improvement

- Although the crime-management platform of Guardian 2 has now gone live, the system does not prompt compliance with the Victims' Code of Practice. If it did, that would facilitate intrusive supervision and the inclusion of such information in performance-review processes at force and BCU level, to address cultural issues and ensure investigating officer compliance.

Appendix 1: Glossary of Terms and Abbreviations

A

ASBO Anti-Social Behaviour Order

B

BCS British Crime Survey

BCU basic command unit

C

CADRO crime and disorder reduction officer

CANDO community and neighbourhood directed operations

CLDP core leadership development programme

CSP community safety partnership

D

DCC deputy chief constable

DCCO divisional corporate communications officers

G

GUARDIAN crime recording system

H

HMIC Her Majesty's Inspectorate of Constabulary

HQ headquarters

I

IAG independent advisory group

IT information technology

K

KDI key diagnostic indicator

KIN key individual network

L

LPP local policing plan

M

MSF most similar forces

N

NIM National Intelligence Model

NPIA National Policing Improvement Agency

P

PACT Partners and Communities Together

PCSO police community support officer

PPAF policing performance assessment framework

Q

QoS C quality of service commitment

R

RTC road traffic collision

S

SARA scanning, analysis, response, assessment

SNG safer neighbourhood group

SPI statutory performance indicator

SPOC single point of contact

SRG security review group

STCG strategic tasking and co-ordination group

T

TTCG tactical tasking and co-ordination group

W

WAG Welsh Assembly Government

Y

YOT youth offending team

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.