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Inspecting policing  
in the public interest

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# Police Authority Inspection

## **Gwent Police Authority**

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## Executive summary

1. Gwent Police Authority (the Authority) is performing well overall and is in a strong position to further improve. The Authority demonstrates effective leadership and there is a constructive and challenging relationship with the Force. Senior officers are carefully appointed with a view to improving police performance on behalf of the public. The Authority provides strategic direction and influence, working closely with the Force to set and ensure delivery of their priorities and outcomes. When, in 2006-07, the Authority recognised the resource and financial pressures on the Force it authorised the Staying Ahead Review. This is a wide ranging and ambitious review of the way policing is delivered in Gwent to deliver high quality services to the public within the resources available. In parallel, the Authority has reviewed and realigned its governance structures to facilitate an effective and efficient police service.
2. The Staying Ahead Review incorporates a new approach to policing in Gwent and has been planned not only to provide efficiencies but deliver better customer service with a community based ethos. The strategy and process the Authority has adopted have been designed to support delivery of the police service, including the workforce. The review's key priority is to configure the Force to meet the challenges of providing future services in line with national and local priorities.
3. Members understand their performance management role well and are effective in holding the Force to account. Members' effectiveness in performance scrutiny is supported by ongoing training and use of the Force's performance management system. The Authority drives improvement through active involvement in target setting and has a good understanding of the need to improve public confidence. Force performance has improved against the Single Confidence Target. The Authority has recently agreed a new performance management framework aimed at improving its monitoring and scrutiny of key performance areas and plans, particularly the local Policing Plan.
4. The Authority has developed systems and protocols for effective community engagement and partnership. It is strongly committed to addressing inequality and disadvantage through engagement with Black and Minority Ethnic (BME) communities, hard-to-reach and vulnerable groups. The Authority recognises the benefits of joint consultation and engagement with the Force, Community Safety Partnerships (CSPs), local authorities and others. It has an understanding of partnership objectives and community safety priorities and is well represented on community groups. Members provide feedback to the Authority, community groups and partnership meetings. Partners value the work of the Authority, its visibility and the improvements it is making.
5. The Authority has a strong track record of operating within its revenue budget, and the benefits from the Staying Ahead Review are producing significant efficiency savings and better matching of resources to demand. The Authority works closely with the Force and has produced a comprehensive assessment of

threat and risk, which considers how key public services can be delivered more effectively while providing wider benefits for the community. Systems are in place to manage business risk and ensure resource deployment supports local and national priorities. The Authority has adopted and continues a planned approach and vision to sustain an appropriate level of service to the public, and is proactive in addressing the severe financial constraints facing the police service in the future.

6. The Authority is committed to collaboration and joint working with other organisations and can point to examples of reduced costs and improved front line service provision. Members and officers of the Authority are active members of Police Authorities of Wales (PAW), a collaborative body of the four Wales Police Authorities, and the benefits of collaboration have been realised in a number of key areas:
7. Key areas for further development are:
  - Building on the successful implementation of the Staying Ahead Review, to deliver the improved policing outcomes and savings anticipated, by continuing to develop understanding and refine approach.
  - Extending existing good progress on providing value for money and productivity to help address the uncertainty and potentially serious financial pressures in the medium to long term.
  - Further strengthening members' ability to scrutinise and challenge Force performance, by ensuring that information given to members provides a clear and objective picture on their priorities.  
To strengthen this further the Authority should request that data that analyses direction of travel, and comparison information such as that relating to Most Similar Group and All Forces, is routinely provided.
  - Understanding the reasons for the statistically significant gap in satisfaction levels in the police service between white and BME communities and ensuring the Force is taking action to address it.

## Summary of inspection scores

Key questions	Score
<ul style="list-style-type: none"> <li>• How does the police authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?</li> </ul>	3
<ul style="list-style-type: none"> <li>• How effective is the police authority in scrutinising and ensuring the force delivers the priority services that matter to local people?</li> </ul>	3
<ul style="list-style-type: none"> <li>• How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?</li> </ul>	3
<ul style="list-style-type: none"> <li>• How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?</li> </ul>	3
<b>Overall score</b>	<b>3</b>

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## Setting strategic direction and priorities

### **How does the Police Authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?**

8. The Authority is performing well in this area. It has effective leadership and a constructive and challenging relationship with the Chief Constable and his staff. The Authority provides strategic direction and influence, working closely with the Force to set and ensure delivery of their priorities and outcomes. This is demonstrated most clearly through the Staying Ahead Review, a wide ranging and ambitious approach to addressing current and future financial and resource pressures. The Authority has realigned its governance structures to facilitate an effective and efficient police service. The Authority monitors complaints against the Force and carries out routine dip sampling of complaints files; 61 per cent of all complaints from the public are dealt with by means of local resolution.

### **Strengths**

9. The Authority has influenced the Force's strategic direction through the development and implementation of the Staying Ahead Review. This project has involved all Authority members in a significant change management programme in the Force with a view to making greater efficiencies and improving service delivery to the public. The review set out to reform the structure of the Force, including revised roles for operational officers and support staff, and has produced an increase in operational resources deployed and efficiency savings. The Authority established a programme board to oversee the delivery of the review. As part of the implementation programme the Authority has reviewed and realigned its Committee structures to ensure it has appropriate arrangements in place to manage its new policing vision. Staff Associations, including the Police Federation, UNISON and the Superintendents Association in the Force, indicated that the Authority was taking appropriate action and providing leadership throughout the review and implementation period.
10. The Authority balances local, regional and national needs when setting priorities. Policing priorities are informed by the Force's Strategic Assessment which includes results of local consultation as well as a comprehensive assessment of threat and risk. Authority members regularly consult local communities to meet the evolving needs of those areas. They feed the information back to the Force through frequent meetings with Local Policing Units (LPUs) and at tasking meetings, and into the Authority via a formal member briefing system. The Authority has taken a radical and ambitious approach to target setting for 2009-10 by setting stretching targets to support the single confidence measure. Improvements in performance in this area are already being seen. The full Authority holds regular Awareness Days where strategic, performance, financial and other themes are discussed. The ACPO, senior officers, operational officers and external speakers are invited to attend and participate.
11. As part of Police Authorities for Wales (PAW) the Authority recently received an award from the National Policing Improvement Agency (NPIA) for excellent

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oversight and governance structures for police collaboration. The Authority is active in scrutiny of police activity in relation to terrorism, serious crime and other major challenges to public safety (Protective Services) and has devoted additional resources to this area. The most recent threat and risk assessment undertaken by PAW has identified a significant closure in the Protective Services gap.

12. The Authority has a comprehensive strategy to deliver equality of service access set out in its Single Equalities Scheme and associated action plan, with the majority of its members actively involved in engagement with BME, vulnerable and hard-to-reach groups. It is aware of the area's demographic profile and through a series of meetings proactively involves people across the equality strands to ensure an informed approach to improved service delivery. For example the Authority carried out a review into public protection and as a result of its findings the Force took steps to improve services to vulnerable people, by setting up a centralised Public Protection Unit (PPU). Work is now underway to improve the links and intelligence flow between Neighbourhood Policing Teams and the PPU. The Authority runs an Independent Custody Visitors (ICV) scheme which has delivered improvements of detainees' welfare following issues identified by ICVs.
13. The Authority has robust governance structures in place and ensures that its members are skilled and trained in order to effectively fulfil their collective and individual responsibilities. For example, the Authority runs development and awareness days to provide training on a regular basis with regard to its scrutiny and governance role, including human rights, collaboration, Independent Police Complaints Commission (IPCC) role and Prevent. The Authority has achieved Investors in People status.
14. The Authority has a robust process for chief officer appointments and has helped build a strong and effective ACPO team to meet current and future challenges for policing in Gwent. It sets annual objectives for the Chief Constable and holds him to account for their delivery. Through its governance structures the Authority scrutinises the Force's Human Resources Strategy and has taken steps to ensure that the Force has a workforce mix that reflects the local community, for example the local Policing Plan has performance indicators for BME and female officers. The Authority has challenged the Force during the budget planning process, leading to a lower council tax increase than the Force originally bid for in the last two financial years.
15. The Authority and the Force maintain a joint risk register; it is regularly reviewed to ensure it remains up to date and effectively serves the needs of both organisations. The risk management process is overseen by a joint Risk Management Board consisting of delegates from both the Authority and the Force.



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## Areas for improvement

16. Successful implementation of the Staying Ahead Review will be key to achieving improvements in delivery of policing over coming years. It has already delivered significant benefits for the people of Gwent. The Authority should build on success to date to realise the further outcomes anticipated, by continuing to develop understanding and refine approach.
17. The Authority should do more to reassure the public that it effectively reviews complaints and that this impacts on the efficiency and effectiveness of the Force.

## Performance scrutiny

### How effective is the Police Authority in scrutinising and ensuring the force delivers the priority services that matter to local people?

18. The Authority is performing well in this area. It is helping to drive improvement through active involvement in target setting and support of the Single Confidence Target. The Authority holds the Chief Constable and the Force to account with effective and focused challenge, leading to improvement in performance and an increase in public confidence. Members' effectiveness in performance scrutiny is supported by ongoing training and their access to and use of the Force's performance management system. To further strengthen its scrutiny role the Authority should request that data that analyses direction of travel and comparison with similar forces' performance is routinely provided.

## Strengths

19. The Authority holds the Chief Constable to account for the delivery of policing in Gwent through a robust and professional relationship with the chief officer team. The Authority challenges the Force with focused questions which demonstrate an understanding of the operational, community and confidence issues affecting local policing in Gwent. The attendance of Authority members at appropriate Force meetings, including some daily management meetings and the Strategic Review Group, facilitates transparency in areas of Force performance at an operational level which can later be scrutinised and challenged at strategic level through the Authority's committee process. The Authority challenges the Force on operational results, particularly in areas of concern to local communities and those which would have an impact on public confidence. Recent examples include the request for a closer focus on anti-social behaviour and a challenge on the target set for offences brought to justice (OBTJs).
20. The Authority takes an active approach to target setting and has a good understanding of the need to improve public confidence. Although public confidence in Gwent is at the lower end of its most similar group at 47.3 per cent, there was a good improvement between spring 2007 and October 2009. This meant that Gwent was the most improved force in England and Wales. The improvement can be linked to the Authority's assessment of the risks and benefits of the Single Confidence Target. The Authority is working with CSPs to

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ensure that funding streams are used for improving public confidence and local crime and anti-social behaviour issues are being addressed. While there has been some progress, the Authority recognises that further improvement could be made and has planned accordingly.

- 21.** At both Force and Wales level the Authority has a clear grasp of the issues surrounding the delivery and scrutiny of effective Protective Services. The Authority, through PAW, is an active member of the Wales CONTEST Board, which was set up to deal with the UK Government's counter terrorism strategy. Members involved in Protective Services scrutiny are vetted to the right level, enabling access to sensitive information in this area. The Authority actively participates in the Force Gold Groups, which are management groups set up to address and oversee specific incidents. Members' key links in the community are used effectively with the specific communities and relevant partners involved across the Protective Services agenda, especially in areas such as domestic violence, protecting vulnerable people, Children and Young People and BME communities.
- 22.** The Authority shows a good understanding of the Policing Pledge, a national set of promises to the public which every force has signed up to, and has been actively involved in their implementation. The Force's performance in achieving the Policing Pledge commitments has been assessed by a recent HMIC inspection. It was given a 'fair' grade, which means 'performance is variable and falls short of the required standard'. Recognition of the Authority's involvement in the implementation and communication of the Pledge, however, was assessed as good. Members continue to improve their understanding of the Pledge through Development and Awareness days. In addition the Force's performance in relation to the Policing Pledge is regularly monitored and reviewed by the full Authority.
- 23.** A new performance management framework was introduced in July 2009 and enables the Authority to better hold the Force to account. It sets out the reporting needs in key performance areas, oversees the preparation of the strategic plans and monitors Force performance against the Policing Plan. Committees monitor performance, analyse data and challenge under-performance relevant to their terms of reference. Overview monitoring of the local Policing Plan and confidence is undertaken by the Strategic Planning and Performance Committee. Members have access to and use the Force's performance management system, which provides information and data from various police databases. This assists the Authority to review performance information regularly, including crime incidents and individual officer activity. It enables the Authority to make informed and transparent decisions and provide targeted challenge to the Force. For example the Authority held the Force to account over the call handling times for 999 calls. This challenge led to a change in culture in the Force's control room and an improvement in response times.
- 24.** Good induction training and guidance are provided to members that equips them for their role in performance management. In addition, members and officers of the Authority receive annual Personal Development Reviews (PDRs). Members also take part in awareness days and complaints review work, and have received Welsh Local Government Association (WLGA) training.

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## Areas for improvement

25. The participation of members on Force management and project boards enables them to provide challenge, scrutiny and expert advice and is beneficial to both the Force and the Authority. However, this should continue to be closely monitored to ensure that members' involvement remains strategic.
26. Members' effectiveness in performance scrutiny is supported by ongoing training coupled with their access to and use of the Force's performance management system. The Authority should ensure that information given to members provides a clear and objective picture on their priorities. To strengthen this further the Authority should request that data that analyses direction of travel, and comparison information such as that relating to Most Similar Group and All Forces, is routinely provided.

## Engaging with communities

### **How well does the Police Authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?**

27. The Authority is performing well in this area. It has developed systems and protocols for effective community engagement and partnership that minimise duplication of work with the Force. The Authority has a good understanding of partnership objectives and community safety priorities and is well represented on community groups. Members recognise the benefits of joint consultation and engagement with the Force, CSPs, local authorities and others. Partners value the work of the Authority and the recent improvements made by it.

### **Strengths**

28. The Authority effectively supervises community consultation through its Service Delivery Committee. The Neighbourhood Engagement Protocol clearly sets out the role of the Authority in assuring community engagement in Gwent, including feedback. The protocol provides a focused approach and reporting methodology for members to use and is accessible to the public via the Authority's website. *Your Voice Does Count*, the community consultation method, has been successfully used for a number of years and feeds directly into the Authority's strategic planning process. In addition, members, through the Authority's committee structure, provide regular feedback from meetings conducted in the community. For example, the Authority raised the concerns expressed by local people about anti-social behaviour and nuisance driving. The Force then redirected resources to tackle these problems. This resulted in positive feedback from the community. The Authority provides feedback to communities and stakeholders through Partners and Communities Together (PACT) and CSP meetings. Information is also made available through local newsletters and the Authority and Force websites.
29. Authority members and officers are actively involved in community engagement and receive training in partnership working. Members engage well with the Neighbourhood Policing Teams and attend regular briefings with Local Policing

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Unit (LPU) commanders. The Authority provides feedback and information to the public of Gwent on local policing priorities and actions through PACT and other community meetings and events, as well as through a regular newsletter distributed to households in the PACT areas. The Authority tackles neighbourhood concerns through joint working with the Force, CSPs and the voluntary sector. The Caerphilly Voluntary Sector Compact has helped to raise the profile of the Authority in that geographical area and has enabled better access to a range of organisations. In Newport there has been a reduction in drink-related problems on Saturday evenings and as a result young people now feel safer.

30. The Authority was heavily involved in the creation of the Community and Neighbourhood Directed Operations (CANDO) initiative in Gwent. The CANDO was designed to tackle persistent areas of crime, disorder and anti-social behaviour by identifying local problems that would affect communities, local businesses and other organisations. The Authority and Force worked in partnership with the community and developed ways to reduce anti-social behaviour. A number of specific operations were conducted and community feedback from several CANDO initiatives was very positive, specifically in the Rhymney, Pengam, Pontllanfraith and Penyrheol areas.
31. The Authority is committed to tackling inequality and disadvantage through effective engagement with BME communities, hard-to-reach and vulnerable groups. Examples include engagement with the Monmouthshire Domestic Abuse Forum and, in relation to community safety, with young people from the Lesbian, Gay and Bisexual community in collaboration with Stonewall Cymru. Member involvement is strong, notably in mediating across the Somali and Asian communities in Newport and participation in BME community representative groups, for example Asian Women's groups and Newport Community leaders' group. The consultation on the Single Equalities Scheme is an example of notable practice, reaching out to many diverse groups and utilising the Force's Independent Advisory Group (IAG). The Authority has also been very active in addressing disproportionality in Stop and Search, work that is now being shared with other police authorities.
32. Authority members demonstrate a detailed understanding of the area's neighbourhood profile. Feedback from BME communities, hard-to-reach and vulnerable groups confirms that the Authority is visible to the community and influences actions to improve outcomes for local people. Examples of the Authority's influence include a Visual Impairment awareness day that received good feedback from participants, a disability hate crime conference and training of call centre staff to deal with hate crime.

## **Areas for improvement**

33. The Authority needs to ensure effective participation by its members in partnership working and community engagement. It has recognised the need for improvement in this area and a development programme, supported by the partnership protocol, is in progress.
34. The gap in levels of satisfaction with the police between white and BME victims is closing. However, there remains a significant difference in overall levels of public satisfaction between white and BME communities. The Authority needs to

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understand the reasons for this gap and ensure the Force takes appropriate action to address it.

## Value for Money and productivity

### How effective is the Police Authority in ensuring a clear and sustained focus on Value for Money in order to secure a good deal for the public?

35. The Authority is performing well in this area. The Authority and Force have produced a comprehensive assessment of threat and risk which considers how key public services can be delivered more effectively while providing wider benefits for the community. The Authority has a strong track record of operating within its budget and the benefits from the Staying Ahead Review are producing significant efficiency savings and better matching of resources to demand. Systems are in place to manage business risk and ensure resource deployment supports local and national priorities. The Authority influences the way police officers and support staff are deployed and involves local people in the decision making process. The Authority participates, supports and encourages collaboration and joint working across Wales and has contributed towards a number of good practice initiatives which have produced efficiencies and savings with further potential for the future. The Authority has adopted and continues a planned approach and vision to sustain an appropriate level of service to the public and is proactive in addressing the severe financial constraints facing the police service in the future.

### Strengths

36. The Authority works closely with the Force and its community to deploy resources appropriately and provide value for money. Key decisions on the use of police resources are based on informed threat and risk assessments and a joint strategic and financial planning flow chart. The strategic assessment takes into account PAW's evaluation of Protective Services together with national priorities and those of partners such as CSPs and Local Service Boards. Community priorities and consultation feedback from the public are considered when planning resources.
37. The Staying Ahead Review has led to a better matching of operational resources to demand. The Authority has systematic processes in place for assessing and measuring the benefits of Staying Ahead. The Programme Team, under the direction of the Deputy Chief Constable, maintains a running register of achieved and planned outcomes. These are reported to the Police Authority through formal updates to the meetings of the Full Authority and to the Audit and Resources Committee as part of the budget setting process. Budgets and capital programmes are soundly based and designed to deliver strategic priorities. The Authority has effective arrangements in place for monitoring performance against budgets.

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38. Benefits from Staying Ahead have been measured and specific outcomes include: achieving improved confidence levels and anticipated efficiency savings of £14.4 million between 2009 and 2013. This is approximately £3.1 million over the Home Office efficiency and productivity target. There has been a 22 per cent increase in the resources deployed on neighbourhood policing and increased resources allocated to roads policing. The Authority has considered the possibility of further reductions to the budget and has included this scenario in its planning process.
  39. The Authority has a strong track record and history of operating within its budget and this continued in 2008-09. The Authority and Force also delivered efficiency savings of £4.4 million in 2008-09 which exceeded the efficiency target of £1.5 million. The Authority continues to demonstrate effective arrangements for the management of its resources and is on track to achieve its efficiency targets for 2009-10.
  40. Authority members have a good understanding of the community profile of Gwent and what police resources are required to provide an effective service to the public. Demographic and deprivation indexes and a neighbourhood management database are available for members. Supply and demand profiles have been developed to identify expected future demand of police resources in Gwent.
  41. The Authority has a clear strategy to promote joint working and actively participates and promotes collaboration with other organisations including PAW. The Authority is a very active participant in PAW and the benefits of collaboration have been realised in a number of key areas. Joint working initiatives include Tarian, the all Wales taskforce for dealing with drug crime, and the Joint Welsh Extremism and Counter Terrorism Unit (WECTU). These and other initiatives have improved operational outcomes for all Welsh authorities and wider benefits for the community.
  42. The all-Wales collaboration improves service delivery outcomes and value for money for the public. For example, a strategic road safety initiative called 'Y Maniffesto' has been developed to improve roads policing in Wales as part of the Wales transport strategy. The PAW has also produced a draft all-Wales joint procurement strategy with the objective of maximising buying power and achieving lower purchase costs for the police service in Wales. The collaborative arrangements by PAW have been evaluated to identify the benefits to the individual authorities, both in terms of operations and resources and have achieved approximately £18 million of efficiency savings in 2009.
  43. The Authority is an established user of collaborative arrangements provided by Value Wales. The expenditure made by Gwent under Value Wales frameworks in 2008-09 was the largest of the four Welsh Forces, being around 39 per cent of the total. A saving of £130,000 was achieved during 2008-09 from using the Value Wales arrangement. The Authority continues to benefit from the work of the South West and Wales Regional Procurement Group. The most significant area of recent work has been the Forensic Analytical Services contract where 14 forces collaborated.
  44. The Authority collaborates with other partners including Newport Transport, Chepstow Town Council, the Forestry Commission and Coleg Gwent, and has achieved £236,000 of extra funding, which will provide for an additional seven Police Community Support Officers (PCSOs). The Authority has involved the

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partners in the deployment of these individuals to specifically improve the outcomes for the community in Gwent. There is further collaboration, with South Wales Police Authority to provide legal services for both Authorities at reduced cost and with Torfaen County Borough Council to develop a joint ICT contract to enhance mobile technology.

## **Areas for improvement**

- 45. The Authority has made good progress on providing value for money and productivity but should build upon this and drive efficiencies throughout the organisation as part of Staying Ahead. This would help address the uncertainty and potentially serious financial pressures in the medium to long term.
- 46. Arrangements for monitoring initiatives with CSPs should be improved. The Authority should ensure that any future joint funding initiatives with CSPs include regular feedback, reporting of targets, milestones and benefits achieved.

## **Next steps**

- 47. We expect Gwent Police Authority to address the areas for improvement identified in this report and secure targeted and continuous improvement. In doing so, the Authority should have regard to the wider improvement planning, support and intervention set out in the Home Office's performance framework and landscape for policing.
- 48. We will publish an interim national report shortly drawing on the findings from the first 10 inspections. It will identify thematic issues relevant to all police authorities, helping to secure improvement and sharing of good practice. The Authority should refer to and use this report in shaping its improvement planning.

## Appendix 1

## Context

### National Assembly of Wales

Following a 1997 referendum, the National Assembly of Wales (the National Assembly) was established. The National Assembly has powers to decide how Westminster's budget for devolved areas is spent and administered, and has responsibility for agriculture, economic development, education, health, housing, industry, local government, social services, tourism, transport and the Welsh language. The Welsh Assembly Government (the Assembly Government) is the executive arm of the National Assembly. While policing is not devolved, Assembly Government and the Home Office work to deliver crime reduction in a unique administrative and policy environment, with different organisations and partnerships, and often with different funding arrangements and levels, compared to England.

### Gwent

Gwent Police is responsible for policing an area of over 600 square miles (155,600 hectares) comprising the city of Newport, a number of large towns including Monmouth, Caerphilly, Blackwood, Cwmbran, Pontypool and Ebbw Vale, and valley communities. The force area also covers a significant rural area, primarily in Monmouthshire.

The local authority areas in the Gwent force area are: Blaenau Gwent County Borough Council, Caerphilly County Borough Council, Monmouthshire County Council, Newport City Council and Torfaen County Borough Council.

The Gwent area has a resident population of a little over 560,000. The 2001 Census data states that BME communities make up 4.8 per cent of the population of Newport, 1.14 per cent of Monmouthshire and less than one per cent of Torfaen, Blaenau Gwent and Caerphilly.

Gwent is an area of significant contrasts; it includes urban areas such as the City of Newport, where the Ryder Cup will be played in 2010, former coal mining communities and large rural areas such as the Usk and Wye Valleys. Newport is the commercial centre with a vibrant night-time economy. Caerphilly, Torfaen and Blaenau Gwent all have access to special grants and European funding and feature highly on the Assembly Government's index of multiple deprivation. Monmouthshire is a large rural area with a widely dispersed population. Newport and Monmouthshire also qualify for European funding.



## The Police Authority

Gwent Police Authority is one of 43 Police Authorities in England and Wales. It is responsible for securing an efficient and effective police force for Gwent and holding the Chief Constable to account. The Authority supports the Force in its ambition to 'increase the level of public confidence in the policing service provided by Gwent Police'.

The Authority has 17 members, including nine councillors selected by a Joint Committee of the Local Authorities representing the political make-up of the policing area and eight independent members. An independent member chairs the Authority. Members are served by eight staff led by the Chief Executive.

The Authority's Policing Plan for 2009/2012 contains six key priorities: Neighbourhood Policing and Partnership, Response Policing, Crime Investigation, Operational Support, Business Support and Service Development. It also contains a copy of the Policing Pledge.

Gwent's revenue budget for 2009-10 is £132 million, including government grants of £90 million. The capital budget is £3 million.

## Police Authorities of Wales

The four Welsh police authorities – Dyfed Powys, Gwent, North Wales and South Wales – are members of the Association of Police Authorities (APA), and also belong to their own representative body, Police Authorities of Wales (PAW). Its organisational structure mirrors that of a police authority, with a chairperson and members, an executive officer and an executive team.

The PAW's main aims are to:

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

In 2008, via PAW, the four Welsh police authorities agreed to fund the all-Wales collaboration programme to facilitate forces working together on shared services and cross-boundary initiatives. In April 2009 PAW appointed an all-Wales Deputy Chief Constable (DCC), whose previous post was DCC of Dyfed-Powys Police. The PAW post covers responsibility for all aspects of both operational and support services within the National Policing Plan for Wales.

## The Force

Total Gwent officer and police staff strength comprises 1,440 police officers, 139 PCSOs, 856 police staff and 189 Special Constables. The force HQ is at Croesyceiliog in Cwmbran. The Chief Officers Group includes the Chief Constable, Deputy Chief Constable, one Assistant Chief Constable and a Director of Finance and Administration.

In the most recent HMIC inspections of the Force, Gwent was assessed as meeting the standard for managing major crime, Neighbourhood Policing and developing citizen focus.

## Appendix 2

## Methodology

This report summarises the joint Wales Audit Office and HMIC findings from the inspection of Gwent Police Authority which took place in October 2009.

In July 2009, the Audit Commission and HMIC published the [Police Authority Inspection Framework](#).

The inspection framework comprises four assessment areas:

- **Setting strategic direction and priorities** – How does the Police Authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?
- **Scrutinising performance outcomes** – How effective is the Police Authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?
- **Achieving results through community engagement and partnership** – How well does the Police Authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?
- **Ensuring Value For Money (VFM) and productivity** – How effective is the Police Authority in ensuring a clear and sustained focus on VFM in order to secure a good deal for the public?

The Inspection team drew on a range of evidence to form judgements against each of the four assessment themes. This included key documentation that the police authority uses to run its business, interviews, focus groups, observations and reality testing with key police authority partners and stakeholders.

Each assessment theme was scored separately on a scale of 1 to 4 and is combined into an overall score. The scores of 1 to 4 for each theme represent the following descriptors of performance.

Score	Descriptor of performance	Public reporting
1	Police authority does not meet minimum requirements for this theme.	Performs poorly
2	Police authority meets most of the minimum requirements for this theme with some exceptions and areas of concern.	Performs adequately
3	Police authority exceeds minimum requirements for this theme.	Performs well
4	Police authority significantly exceeds minimum requirements for this theme.	Performs excellently

An accredited peer member inspector and a senior officer from a police authority supported the joint inspectorates during this inspection.

We have integrated quality assurance throughout the planning, fieldwork and reporting stages of the inspection. In particular, a quality assurance panel of the joint inspectorates ensured the consistency and robustness of the inspection teams' judgements before the publication of the report. A suitably qualified peer joined the quality assurance panel as an observer.

The HMIC and the Wales Audit Office are grateful for the support and co-operation of the Police Authority, its staff and officers, during the inspection.





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