



1. DIBEN AC ARGYMHELLIAD | PURPOSE AND RECOMMENDATION

- 1.1 The PEEL findings report is presented for monitoring purposes and onward submission to the Accountability & Assurance Board in November 2025.
- 1.2 There are no recommendations made requiring a decision.

2. CYFLWYNIAD A CHEFNDIR | INTRODUCTION & BACKGROUND

- 2.1 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) PEEL (police effectiveness, efficiency and legitimacy) 2023-25 inspection report of Gwent Police was published on 27 June 2025. The inspection assessed ten areas of policing, and the force received graded judgments in nine of these areas as follows:

Recording data about crime – **Outstanding**

Police powers and treating the public fairly and respectfully – **Adequate**

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability – **Adequate**

Responding to the public – **Adequate**

Investigating crime – **Requires improvement**

Protecting vulnerable people – **Requires improvement**

Managing offenders and suspects – **Adequate**

Building, supporting and protecting the workforce – **Adequate**

Leadership and force management – **Requires improvement.**

The full inspection report is available on the following link:
[Gwent PEEL Assessment 2023–2025 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

3. MATERION I'W HYSTYRIED | ISSUES FOR CONSIDERATION

With regards to thematic and rolling programme updates, the force continues to liaise regularly with the Inspectorate and there are updates to report with regards to the following:



- Fieldwork was undertaken in force between 29th September and 3rd October 2025 as part of the Serious and Organised Crime Inspection Programme. Initial feedback was delivered to force leads in a debrief and the full report is expected in the coming months.
- Feedback was delivered to Force Management Statement (FMS) leads on 3rd October in respect of FMS6. The overall feedback was positive. There were learning points regarding step three (prioritisation and planning) and consistency of using the template. The feedback will be incorporated as the force prepares for FMS7.
- The force is continuing to prepare for a thematic inspection regarding firearms licensing. This comprises a document and data request, audit and fieldwork in force w/c 15th December.

With regards to PEEL 2023-25, it was noted in our report that the senior leadership were occupied on a temporary basis. In September 2025, Vicki Townsend and Nick McLain have been appointed substantive Assistant Chief Constables (ACC) for Gwent. ACC Vicki Townsend and ACC Nick McLain will continue to lead portfolios that align with our strategic priorities of operational effectiveness, engagement, and conduct and culture, set out in the Chief Constable's delivery plan, as we continue on our journey to improve trust and confidence in Gwent Police.

The inspection report also highlighted the force had recently started implementing a new operating model, based on a functional pillar model. The force has an overarching performance report, which has core metrics and now separate pillar performance packs that go into detail for each area.

With regards to prevention and deterrence, the force has launched a new community messaging and engagement service. Neighbourhood Matters is an online tool that will allow the force to understand the needs of communities through surveys and two-way conversation. It enables residents to sign up and receive updates from their neighbourhood policing team on recent arrests and charges, appeals for information, events and more. Users can choose they type of update they'd like to receive based on their preferences, whether that's crime prevention advice, news of recent events, or even alerts from partners like Neighbourhood Watch and Action Fraud. Within the system, the public also have the chance to have their say on local policing priorities and respond to officers' updates. The



introduction of Neighbourhood Matters places the force in a strong position for PEEL 2025-27 as two-way communication is a measure within 'How good is the force at preventing and deterring crime and antisocial behaviour, and reducing vulnerability?'.

The force has enhanced the way it monitors and reports on HMICFRS Recommendations and Areas for improvement. All are now recorded on Microsoft Lists, which allows the force to present performance information through Power BI; broken down by force lead, level and status to governance boards. The force has an established process via Force Improvement Board for review and closure.

32 Level 2 Recommendations and Areas for improvement have been signed off via this process since June 2025. The force is currently managing 47 Level 2 Recommendations and Areas for Improvement and 40 Level 3 Recommendations and Areas for improvement. Of these 40, eighteen were issued to the force in PEEL 2023-25 and progress regarding these is reported as follows:

The force needs to improve how it records equality data

As previously reported, a Data Performance Task and Finish Group has been established to identify ways to improve recording of equality data. The Group meets fortnightly and is chaired at Chief Superintendent level. The Group includes representatives from Force Contact Centre, Crime Data Integrity, Learning and Development, Vulnerability Project, Equality, Diversity and Inclusion, and Digital Services Division. Four short term solutions have been developed relating to training, policies and procedures, operational guidance and performance reviews, with an aim of completion by March 2026.

The force should make sure it can effectively monitor and understand the use of force

The Coercive Powers lead is working with the Head of Corporate Services to develop solutions to data quality issues. Work is ongoing to rectify some discrepancies that have been identified in the use of force dataset, and a workaround is expected within the next quarter.

The force needs to make sure its external scrutiny panels for stop and search and use of force meet often enough and are representative of the local population



As previously reported, the Coercive Powers lead is exploring how to include youths and community members with lived experience as part of external scrutiny panels. There are plans to meet on a more frequent basis and to review more stop and search and use of force incidents.

The force should make sure its neighbourhood policing model is sustainable to achieve positive long-term solutions to community problems

As previously reported, the Engaged Communities Meeting reviews abstraction data to understand if there are any officers or sections adversely impacted. This is highlighted to pillar leads or Assistant Chief Constable for Operations where appropriate.

The force's systems and management processes need to support effective problem-solving

A review completed by the Governance and Assurance team made recommendations regarding problem-solving. These are being taken forward by Chief Inspector for Neighbourhoods via a bespoke problem-solving Group. Proposals for specific problem-oriented policing (POP) training for neighbourhood officers is being completed as an interim measure prior to roll out of Neighbourhood Policing Programme (NPP) training in March 2026.

The force needs to attend calls for service within its published attendance times, effectively supervise incidents and update callers if there are delays.

The force is on track to achieve its aim of attending emergency and priority calls within its 80% target. There has been sustained improvement with regards to priority calls since August 2024. In terms of emergency calls, the force has been achieving its target since April 2025. Work continues with regards to attendance times for routine and scheduled calls and this, along with effective supervision, is a collective Response pillar approach.

With regards to updating callers if there are delays, performance is captured through a dip sample quality assurance process and addressed through a comprehensive 1-1 process with staff. Furthermore, where possible, resources are utilised to support dedicated Recontact & Reassess processes and since 9 September 2025, additional



responsibilities stipulated for specific roles to furthermore support dispatch management of outstanding demand.

The force is looking at the wider approach in terms of all calls for service and how to provide the best possible service to the communities of Gwent.

The force needs to make sure that officers and staff assess and report the risk of harm to children and adults thoroughly and promptly.

As previously reported, the force has implemented a monthly Response performance meeting as part of the new operating model.

The submission of domestic abuse, stalking and harassment (DASH) risk assessments is monitored and scrutinised via the Vulnerability Meeting, which reports into the and Vulnerability and SOC Board.

The force is exploring a new digital solution with regards to the submission of public protection notices (PPNs) and is consulting with Analysis and Research regarding performance metrics.

With regards to the following areas for improvement relating to crime investigations:

- **The force should make sure it takes all investigative opportunities by creating plans and improving supervision.**
- **The force should make sure that it allocates investigations to officers and teams that have both the capability and capacity for timely and thorough investigations.**
- **The force must consistently achieve appropriate outcomes for victims.**
- **The force should make sure it uses bail and released under investigation effectively to protect victims and prevent interference with investigations.**

As previously reported, these are being addressed by a Quality of Investigations and Victim Care Change Programme, led by a Detective Superintendent. The Programme is underpinned by the following six guiding principles, all of which have designated leads:

- Victim Care
- Risk Management
- Investigation Standards
- Suspect Management
- Supervisory Ownership
- Performance and Compliance.



Progress is being monitored via the Investigation Standards Meeting, which reports into Operational Effectiveness Board.

In terms of progress, it is highlighted that the force is a pilot for a College of Policing Professionalising investigations programme 1 supervisor course and 'train the trainer' is being undertaken. With regards to crime allocation, the policy has been reviewed and is out for consultation. Scrutiny of bail has been introduced via daily management meetings.

The force needs to make sure it complies with national guidance for the Domestic Violence Disclosure Scheme, including meeting disclosure timescales.

The force has reviewed current practices and streamlined processes to improve efficiency and compliance. The force has supported the team with an uplift of staff and an internal review of systems and processes, through the Vulnerability Project. This has yielded significant service delivery improvements and force efficiencies. The number of DVDS requests are reviewed daily via a pacesetter meeting within the Domestic Abuse Safeguarding Team, and have senior management team and force scrutiny through Daily Management Meetings. This has led to a 90% performance and compliance improvement. The force is also making effective use of technology including the Power Bi Dashboard to present performance management information. Robotics and other technologies are being effectively utilised to improve victim service and engagement – including 'Good Sam.'

The force should increase its use of preventive orders to safeguard vulnerable people in all appropriate cases.

The Civil Orders Officer together with the Stalking, Harassment and Coercive Control Improvement Officer and Joint Legal Services, is continuing to raise their profile and provide further targeted learning to officers and staff.

The force is also exploring an approach highlighted by the College of Policing by Durham Constabulary, Operation Trinity. The force has invested in force training which focuses on Stalking, Harassment and Domestic Abuse. This has increased awareness and recognition of stalking. Work is also ongoing to improve responses to other types of orders such as Domestic Violence Protection Orders and how it manages Non-Molestation Orders (NMOs), working towards a new interim process for the management and monitoring of NMOs.



The force needs to make sure that it has enough suitably trained and skilled staff to effectively carry out its safeguarding roles and functions.

Further to the previous update, training needs and resources continue to be reviewed via the Vulnerability Training Steering Group, Criminal Investigation Department Resourcing meeting and within Public Protection Unit (PPU), to ensure capacity and capability is considered across all areas. New induction training programmes have been developed for staff moving to safeguarding hubs and PPU departments and specific training for all areas of PPU has implemented. This will be expanded to other pillar areas such as crime in the coming months. Training also forms part of the wider Vulnerability Project.

The force needs systems which provide reassurance that it takes appropriate action to safeguard adults and children at risk of harm.

The way in which supervisors review risk is being monitored and there are dip sampling processes in place as part of the performance framework. Further work is being undertaken in relation to this, and inputs are being provided through the first line supervisors' course.

The force has allocated additional resources to the safeguarding team to assist in addressing demand, which is being monitored.

The process of direct submission of public protection notices via iPatrol is also being reviewed.

The force should make sure it understands the factors affecting sickness to improve the well-being of its workforce.

A large proportion of sickness is related to mental health. The force has introduced resources such as the well-being passport and mental health stress assessment toolkit and is working to make these more accessible and ensure line managers are trained to use them effectively.

Efforts are being made to support officers and staff through early identification of issues, case conferences, and direct occupational health referrals. The force is also focussing on upskilling first-line leaders to better manage absence and support staff well-being.

The force is committed to ongoing review and feedback, adapting its approach based on what is and isn't working. This includes learning from other forces, updating training, and improving data systems to better identify trends and address root causes of sickness.



The force should make sure it is effectively managing demand and has the right resources, processes and plans in place to keep communities safe.

The force is completing a piece of work to map demand modellers to understand when they're refreshed, in order to identify any gaps and drive these through the Change Programme. Business Change will be dialling into a National Police Chiefs' Council workshop regarding demand management in October 2025.

The force should make sure it effectively communicates organisational change to the workforce.

A meeting has taken place with Business Change and Corporate Communications departments regarding the communication of change to incorporate decisions made regarding change at a local level. The force is piloting an approach utilising Viva Engage for the Investigation and Victim Care Change Programme. If successful, this approach will be utilised across other projects.

4. CYSWEITHIO | COLLABORATION

The force continues to work closely with HMICFRS regarding follow-up activity and monitoring of progress of AFI's.

5. CAMAU NESAF | NEXT STEPS

PEEL 2023-25 AFI's have been assigned owners at Superintendent/Chief Superintendent level, or police staff equivalent. Progress updates will continue to be captured via monthly meetings between Governance and Assurance department and the owner. To provide oversight, an overview will continue to be presented to the relevant force Board on a monthly basis. Spotlight reports, which focus on specific areas will continue to be presented to Force Improvement Board for scrutiny.

6.YSTYRIAETHAU ARIANNOL | FINANCIAL CONSIDERATIONS

- 6.1 The PEEL framework emphasises efficiency as a core pillar, meaning forces must demonstrate value for money while maintaining service quality. Service Improvement Board is responsible for all organisational

change, development and continuous improvement activities to ensure Gwent Policing services are efficient, that resource is aligned to demand and delivers value for money. The Board also manages the financial tracker. The Board oversees the Vulnerability Project and any possible financial implications.

7.YSTYRIAETHAU PERSONÉL | PERSONNEL CONSIDERATIONS

- 7.1 Building, supporting and protecting the workforce was graded as *Adequate*, while Leadership and force management was marked as *Requires Improvement*. Addressing the Areas for improvement regarding communication of organisational change to the workforce and understanding the factors affecting sickness to improve wellbeing, will lead to improved satisfaction of the workforce.

8.YSTYRIAETHAU CYFREITHIOL | LEGAL CONSIDERATIONS

8.1 8.1 Addressing the Areas for improvement regarding coercive powers will provide additional oversight and scrutiny in how the force exercises these powers.

8.2. Addressing the Areas for Improvement regarding vulnerability will ensure the force meets its safeguarding responsibilities. Compliance with national guidance and disclosure timescales Domestic Violence Disclosure Scheme (DVDS) will ensure the force meets statutory duties.

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

- 9.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.



9.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

10. RISG | RISK

10.1 There are risks arising from failing to address AFIs that can impact on public confidence.

11. BUDD Y CYHOEDD | PUBLIC INTEREST

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

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

11.3 If you consider this report to be exempt from the public domain, please state the reasons: **None**

12. AWDUR YR ADRODDIAD | REPORT AUTHOR

12.1 Kate Eagle, Inspection and Assurance Co-ordinator

13. PRIF SWYDDOG ARWEINIOL | LEAD CHIEF OFFICER

13.1 Nicky Brain, Deputy Chief Constable

14. ATODIADAU | ANNEXES

14.1 None.

15. CYMERADWYAETH Y PRIF SWYDDOG | CHIEF OFFICER APPROVAL

15.1 This report has been presented to the **Force Improvement Board**.



Meeting chaired by: **DCC Nicola Brain**

Meeting date: **10 November 2025**

Actions or amendments arising from meeting: **None**

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

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

Llofnod | Signature:



Dyddiad | Date: 28 November 2025

