



# **GWENT POLICE**

## **OPERATIONAL DELIVERY PLAN 2015/2016**

## GWENT POLICE : WHAT WE STAND FOR

### Our Vision

The Police and Crime Commissioner's vision is to keep the communities of Gwent safe.

### Our Values

Underpinning our purpose and mission are a set of clear internal values and principles which will be at the centre of all our policing services. Gwent Police will be:

- Caring
- Fair
- Trusted
- Responsive
- Professional

### The Chief Constable's Mission

The Chief Constable's mission is to support the Police and Crime Commissioner's (PCC) vision by delivering the PCC's priorities and protecting and reassuring the people who live and work in Gwent. The Chief Constable will ensure that the organisation is able to deliver the best possible service to our communities through the activities set out within this document and he has outlined three key strands to achieve this aim:

- **Employer of Choice** – staff are engaged with the Gwent Police priorities and have the skills and ability to deliver an excellent service
- **Engaged Communities** – the public and partner agencies contribute and support the police to keep people safe and reassured
- **Service that Works** – the right service is delivered efficiently and effectively

### Employee Engagement

It is important that we have a workforce that feels motivated and engaged. We are continuing to improve our internal engagement with our officers and staff

through Digital Communications and we also monitor staff morale through staff surveys. We recognise employees who strive to be the best that they can be through our internal reward and recognition mechanisms and we are also committed to ensuring the health and wellbeing of our employees. This is an important part of ensuring that our staff are valued and supported. We have made excellent progress with our Health and Wellbeing Strategy and for the third year running we have achieved the Welsh Government Gold standard.

### Equality and Diversity

Equality and Diversity is a key aspect of policing with consent. Our equality and diversity objectives, enforced through our established Equality and Diversity Board, demonstrate our commitment to ensuring that we consistently treat our colleagues and the public with fairness, dignity and respect. Our commitment to equality is also reflected in our Force values which act as a central pillar to everything we do. In addition, our Employer of Choice Strategy deals with how our employees treat each other on a daily basis, guided by our organisational values.

All of our officers and staff have received training on the Equality Act 2010 which provides specific protection in relation age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender and sexual orientation. *You can find further information on our Equality Duty on the Gwent Police website.*

## **THE OPERATIONAL DELIVERY PLAN**

The Police and Crime Commissioner (PCC) has set out the priorities and strategic direction for delivering a safer Gwent in his Police and Crime Plan 2013-17. This Operational Delivery Plan sets out how Gwent Police, led by the Chief Constable, will deliver operational policing against the priorities set out in the Police and Crime Plan. Service delivery will take into account our regional and national responsibilities.

The Police and Crime Commissioner's Priorities

- ❖ **To Deliver the Best Quality of Service Available**
- ❖ **To Prevent and Reduce Crime**
- ❖ **To Take more Effective Action to Tackle Anti-Social Behaviour**
- ❖ **To Protect People from Serious Harm**
- ❖ **To Make the Best Use of Resources and Provide Value for Money**

These priorities should not be seen in isolation and will overlap in some areas, both through the activities we conduct and across business areas.

The Government's Strategic Policing Requirement also means that whilst our primary focus is to keep the people of Gwent safe, Gwent Police has a vital national role that has to be balanced with local policing.

Key themes and issues that will feed into the PCC's five priorities and which will

remain 'golden strands' throughout our service delivery are as follows:

- Safeguarding young people
- Substance abuse (alcohol and drugs)
- Cyber enabled crime
- Focus on Victims
- Value for money
- Keeping people safe
- Balancing local and national priorities

We have also identified the following issues as priorities this year:

- Acquisitive crime
- Violence
- Criminal Damage
- Arson



## **MEASURING OUR PERFORMANCE**

Gwent Police has implemented a performance management framework that rigorously scrutinises and underpins the operational policing delivery of the Police and Crime Plan.

Performance is monitored across the Force on a daily basis, from individuals and teams to departments and overall Force delivery. The Police and Crime Commissioner is responsible for maintaining an efficient and effective police service for the communities of Gwent. He is able to do this by monitoring and scrutinising the performance levels within the Force through formal performance reporting which takes place each month.

Central Government has advocated a change in the balance of accountability from central direction to a greater emphasis on tackling local issues and stronger local accountability. Our management of performance has reflected this by continuously developing, scrutinising and improving our performance measurement. We are setting clear objectives with defined outcomes.

Our performance accountability arrangements enable us to test that we are effectively and efficiently delivering what is important to local people and victims of crime, that we are focusing our activity on the right things and that we identify issues for closer scrutiny whilst providing value for money. The data held is comparable against the previous financial year and is benchmarked against our most similar Force group.

Our performance is not only monitored by ourselves. Gwent Police is subject to a number of inspections and reviews by external bodies such as Her Majesty's Inspectorate of Constabulary (HMIC) who independently assess the Force in the public

interest, and the Wales Audit Office. We also undertake internal and external surveys and invite the public to give us feedback through various media. The public also help to improve our performance by reporting crime, providing us with information, co-operating with investigations and by giving evidence in court.

Our performance measurement is also reliant upon the data we are reviewing. A considerable amount of work has been undertaken to ensure that we are recording timely, accurate and ethical information.

*For further information relating to Force Performance please go to the Gwent Police website. Our performance page also includes information on the Crime and Policing Comparator which allows individuals to compare data on recorded crime and anti-social behaviour, quality of service, finances and workforce numbers for all police forces in England and Wales*

*<https://corporate.gwent.police.uk/about-us/force-performance/>.*

## **PRIORITY 1 DELIVER THE BEST QUALITY OF SERVICE AVAILABLE**

### **Working in Partnership**

Against the backdrop of public sector reform, a continued reduction in funding from central government and increased demand for local services, Gwent Police recognizes that it needs to work in partnership to deliver long term sustainable improvements.



Collaboration is central to our commitment to improving efficiency and effectiveness in order to achieve better outcomes for Gwent's communities. We have developed strong working relationships with partner agencies including: Criminal justice, the Health Service, local authorities, HM Prison Service, the Fire Service, the voluntary sector and other law enforcement agencies. By working in partnership we are able to get a clearer picture of our communities rather than from the perspective of just one agency. This ultimately enables us to generate better results for local people.

### **Public Confidence**

Confidence in the police is dependent upon many factors, such as interaction with an officer, the person who answers a call or feedback on action taken. This is why our values are important to the force. Our officers and staff have a responsibility to adhere to the values of the Force and the standards of behavior expected of them. These are set out in the Code of Ethics.

Openness and integrity are crucial to maintaining the public's trust. We will robustly address performance or conduct issues where an officers or staff falls below the standards expected of them.

### **Ethical Recording**

The public must be assured that reported crimes are accurately and ethically recorded. Our Chief Constable is working hard to ensure that the reporting and recording of crime is consistent, not just through Gwent Police but through police forces nationally. *(You can find reports relating to Crime Data Integrity in Gwent on Her Majesty's Inspectorate of Constabulary's website).*

### **Victim Focus**

#### **'Connect Gwent'**

We are putting more emphasis than ever on victim care and support, ensuring that we put victims first and that they are at the heart of everything we do. We are working jointly with the Office of the Police and Crime Commissioner to develop 'Connect Gwent', a new victim's care service for all victims of crime. Connect Gwent is bringing together a range of agencies to enable us to work more effectively and efficiently with victims to ensure that they are supported inside and outside the criminal justice process. The project is being funded through the Ministry of Justice Victims Services Grant which was awarded to the Police and Crime Commissioner to provide enhanced victim related services in Gwent. A new website and a range of multi-media sites will enable victims of crime easy access to a range of online information for victims of crime and the Office of the Police and Crime Commissioner has appointed a new Victim's Hub Coordinator to lead on the development of this new service.

#### **Gwent CARES**

We have recently implemented our 'CARES' programme. This is a clear service standard

for Victims of Crime that clarifies the key elements of the Victim's Code. The Code explains what information and support victims can expect from criminal justice organisations. Our new Victim CARES booklet ensures that victims are given the right information. An assessment of the victim's needs will be completed together with a contract agreeing how and when the victim will be updated by us. This includes information on victim rights and an explanation of the Victim Personal Statement. CARES aims to show that we genuinely care about our victims of crime and the experience they have when trusting us to protect and reassure them.

#### Community Resolution

Victims sometimes prefer a faster and more effective solution to their complaint rather than taking the matter to court. Community Resolution is a way of dealing with low-level crime and anti-social behavior which enables victims of these crimes to have more of a say in the punishment of their offender. Officers now have the capacity to present a list of out-of-court options to victims so that they can choose how the offender can be dealt with when they commit low level and minor crimes. Community Resolution allows us to put the needs of the victim first and empowers victims to take instant action.

#### **Helping People with Mental Health problems**

It is thought that one in four people in any year in the UK will experience mental health problems. Assisting with people experiencing mental health problems is a core part of policing. We will work with our healthcare partners to share data and intelligence to assess the risk to others and we are implementing a mental health training and awareness plan for front line officers and staff.

Gwent Police has signed up to "Time for Change Wales" pledging to tackle mental health stigma and discrimination in the

workplace and we will join the Wales 'Mental Health Crisis Care Concordat' to work with partners to more effectively meet the needs of vulnerable people in crisis.

#### **Driving up standards**

We are currently reconfiguring our Force structure to enable better service delivery throughout the organization and improve public confidence.

#### **First Point of Contact**

We are currently developing our processes to improve our First Point of Contact service for those reporting an incident or crime. Changes to our Force Communications Suite will include enhanced training for staff and updated technology. The Suite will also now have dedicated officers to consider threat, risk and harm in relation to people reporting a crime or an incident. These officers will have local knowledge and will focus on ensuring a high quality service that enables risks to be identified and mitigated at an early stage.

#### **Improving Communication and Engagement**

We are continuing to improve how we engage and communicate with our communities. We are giving more choice as to how people want to be kept informed and we are providing appointments, contact points and police surgeries across Gwent to enable people to meet with us face to face. Front counter services are also available at many of our police stations.

We greatly value the public's assistance and opinion and our website enables this interaction online. The Force also provides updates on the latest news, appeals and events on social media and we are encouraged that we have a high number of followers on our sites. We have a comprehensive communication and engagement plan with a variety of methods to enable the public to give us their opinion on policing in their area.

## **PRIORITY 2 PREVENT AND REDUCE CRIME**

To prevent and reduce crime we will focus on the areas of greatest harm to communities. We will work with our partners on crime prevention and reduction activities and we will use effective investigation and enforcement to cut crime. We will support victims of crime, focusing on repeat and vulnerable victims, and we will also target repeat and high volume offenders who cause the most harm to our communities.



### **Improving local policing with our New Operating Model**

We have implemented our new Operating Model to improve our service to local communities. This means that our five local policing units have changed to two local policing areas, one situated in the East and one in the West of Gwent. The East consists of Newport and Monmouthshire while the West includes Caerphilly, Torfaen and Blaenau Gwent. This model will allow us to deploy the resources we have more flexibly to ensure that the right people are in the right place at the right time. We intend that this will reduce the level of risk to victims of crime and enable us to provide a better service to our communities.

### **Crime Prevention**

Gwent Police has a comprehensive crime prevention strategy that will be taken forward to deliver against this priority.

Our actions will include consistent home security advice, crime prevention advice to the public and retailers, targeting high crime areas with prevention messages and using predictive analysis to focus patrols on high crime streets. We will also support partner agencies in recovery and rehabilitation services, assist in delivering crime and disorder reduction programmes within our young communities through education, and we will relentlessly focus on priority and prolific offenders.

### **Investigation – Neighbourhood Policing**

Our Criminal Investigation Department (CID) has undergone a number of changes to support our New Operating Model. Both East and West Force areas now have the specialist assistance of a supporting Detective Chief Inspector and four Detective Inspectors working 7 days a week, providing visibility as the lead investigators for each area. Many of our centralised or specialist functions in CID will now be dealt with locally which will result in more officers on the front line responding to demand and improving our investigation capability.



### **Investigation – Central Unit**

Under our new structure there are three central teams with special capabilities which include Operational Planning, Safeguarding Vulnerable People, Major Incidents, Intelligence, Cyber Crime, Fraud and Special Branch.

### **Reducing offending and re-offending**

Gwent Police will continue to target identified prolific offenders to reduce crime. However, the Force recognises that some repeat offenders have problems that cannot be helped by a single agency. We therefore participate in an Integrated Offender Management (IOM) scheme with other partners. IOM is an overarching approach to managing priority groups of high risk offenders which ensures that all offenders leaving prison have co-ordinated support to divert them from reoffending. We will continue to work with partners to standardize a consistent approach to IOM across Wales.

### **Restorative Justice**

Government research has shown that Restorative Justice can reduce reoffending by holding offenders to account for what they have done and helping them to take responsibility for their actions. Restorative Justice also gives victims the chance to meet or communicate with their offenders to explain the real impact of the crime and assist them in recovering from the crime. For offenders, the experience can be incredibly challenging as it confronts them with the personal impact of their crime. The Force will work together with the Office of the Police and Crime Commissioner to implement a programme of activity that establishes Restorative Justice across Gwent.



### **Substance Abuse**

We will prioritise and act upon relevant intelligence to disrupt the supply of drugs and alcohol that causes the most harm in our communities and we will robustly investigate crimes. We will also work with partners to educate, prevent and support those whose substance abuse is a factor in their offending behaviour.

In particular we will work with the All Wales Schools Liaison Programme and the Youth Offending Services to divert young people from offending behaviour.

### **OWL/Neighbourhood Watch**

One of the best ways to deter criminals and encourage communities to help one another is through a Neighbourhood Watch scheme. OWL is an online watch link that allows members to join a range of schemes. OWL membership has increased to nearly 20%, which equates to 1 in 5 households in Gwent now signed up.



### **Crime Prevention Panels**

Crime Prevention Panels are of great assistance to us. Volunteer members work with the organisation to offer crime prevention advice and practical support to communities. By spreading crime prevention advice local people are bringing their neighbourhoods closer together, getting actively involved in protecting their communities and are helping us to reduce crime locally.

## **PRIORITY 3 TAKE MORE EFFECTIVE ACTION TO TACKLE ANTI-SOCIAL BEHAVIOUR (ASB)**



We will take more effective action to tackle anti-social behaviour through assigning resources to meet local demand through our new operating model, we will utilise a restorative justice approach with offenders of ASB to reduce reoffending, we will target repeat and high volume offenders and we will focus on those most vulnerable and repeat victims of ASB.

### **Focus on Victims**

Anti-social behaviour damages quality of life and often leaves victims feeling helpless and distressed. We are focusing on victims and neighbourhoods and on the harm caused by ASB. Our risk assessment process for victims will be enhanced further to ensure that the most vulnerable are protected.

We will also be using all legislative powers available to us. The Anti-Social Behaviour, Crime and Policing Act 2014 gave the police new effective powers to provide more protection for victims of ASB. In particular we will promote the use of the Community Remedy and the Community Trigger procedures to deal with ASB and low level Crime.

The Community Trigger provides an opportunity for victims of persistent anti-social behaviour to request a review of actions taken by agencies when they feel they did not get a satisfactory response. The Community Remedy is intended to give victims more say in the punishment of offenders out of court. It provides a list of the out-of-court punishment options available to a victim by a Police Officer to enable them to choose how an offender can

be dealt with when they have committed a minor crime or anti-social behaviour.

*(Find more information under our Victims of Crime page at*

*<https://www.gwent.police.uk/advice-and-guidance/victims-of-crime/>)*

### **Improved Resources**

Gwent Police are improving the number of local officers to support communities and provide a more consistent accountable service. Teams of officers will now be based in various stations across Gwent and will consist of a variety of resources, including patrol officers (responsible for responding to crime) and neighbourhood officers, PCSOs, Schools Police Constables and Crime and Disorder Reduction Officers (CADRO)s (responsible for Neighbourhood Policing and problem solving). These teams will enhance the local service we provide to communities by increasing visibility, local knowledge and problem solving.

### **Engagement**

We will continue to engage with our communities to identify priorities for action and will develop partnership problem solving activities that will focus on long term solutions.

### **Prevention**

We want to stop ASB happening and will work in partnership to undertake diversionary activity and assist with the rehabilitation of ASB offenders. We will utilise a restorative justice approach with victims and offenders of ASB to reduce reoffending.

## **PRIORITY 4 PROTECT PEOPLE FROM SERIOUS HARM**

We are working to increase the proportion of offenders brought to justice for domestic abuse, serious violence and sexual offences. We are doing this through a range of activities such as extensive training, improving our service at first point of contact, ensuring thorough investigations while taking into account the needs and wishes of victims, and we are working with criminal justice partners to improve the number of successful prosecutions.

### **Domestic Abuse and Violence Against Women**

Domestic abuse affects people of all generations from the very young to the elderly and frail.

Gwent Police works closely with other agencies to protect and support victims of domestic abuse, Honour Based Violence, Forced Marriage and female genital mutilation. We want to reassure the public that reports made to us will always be taken seriously and victims will be treated sensitively. The joint new victims' care service 'Connect Gwent' will be implemented in Gwent Police from April 2015 and will signpost support for victims of domestic abuse. We are also working with partners to develop better integrated working practices.

We are using Domestic Violence Protection Notices (DVPN) and Orders to provide victims with immediate protection following an incident of domestic violence and to give them time to consider what to do next. DVPN's enable us to put in place protection for the victim in the immediate aftermath of a domestic violence incident. We are also developing a coordinated approach towards perpetrators who present an ongoing risk of violence and reduce the rate of offending.

Gwent Police has achieved White Ribbon status in recognition of its commitment in tackling domestic abuse and improving its treatment of victims. Our Chief Constable is also proud to be an Ambassador for this campaign.

### **Reducing Serious Violent Crime**

A continued reduction in serious violent crime is a priority for the force. We are ensuring that we have a detailed understanding of the threat, risk and harm relating to these offences through detailed intelligence assessments profiling victims, offenders and locations. We will challenge and target offenders and bring them to justice using all police powers available.

We will continue to use preventative measures using media campaigns and high visibility policing in hotspot and night time economy areas whilst employing a robust approach to licensing enforcement and public order. There will also be priority enforcement activity against organised crime groups.

### **Human Trafficking**

Gwent Police are working hard to enhance our response to tackling human trafficking. This is being achieved by effective awareness raising, staff training, intelligence gathering and sharing, working with partners to bring perpetrators to justice and increasing our support for victims.



### **Serious Sexual Offences**

Gwent Police continues to work closely with key partners through Multi Agency Public Protection Arrangements (MAPPA). This joint working protects the communities we serve by preventing registered sex offenders from re-offending through implementing effective risk management plans across all agencies.

We have excellent working relationships with our partners in the Sexual Assault Referral Centre and will maintain this within our new structure.

### **Focus on Young People**

A key strand that runs through all that we do relates to our focus on young people. We will be undertaking numerous activities to protect young people, including working with the criminal justice process to prioritise child abuse investigations and prosecutions involving victims and witnesses under 10 years of age.

We will also focus on assessing and reducing the risks to children who frequently go missing and those at risk of child sexual exploitation. We will continue to work with partners through the 'Breaking the Cycle' Gwent Missing Children project. This project supports vulnerable young people and their families by pooling information between public services to get to the heart of each young person's problems and understanding their vulnerabilities.



We will continue to work with the five local authorities, Aneurin Bevan Health Board, the Probation Service, the Youth Offending Service and the third sector to develop better integrated working practices that will improve our response in all areas of public protection. An integrated approach will improve the sharing of information between agencies and allow for a better informed response to protecting vulnerable adults and children. It will also allow for a better coordinated approach to reducing the risks from high risk of harm offenders.

From April 2015, the organisation will have safeguarding champions constantly available in every section of the new Force Operating Model to protect children from domestic abuse, neglect and exploitation.

### **Protecting Children Online**

We will continue to work with partners to share intelligence in relation to the threat of child abuse and sexual exploitation. We are aligning our resources to be more able to respond to the advances in technology when tackling on line child abuse. We will also continue to support the delivery of the All Wales Schools Liaison Programme which raises awareness.



### **Improving Safety On Our Roads**

Every year there are more deaths caused by road traffic accidents than homicides or military conflict. Road safety is a key concern of Gwent Police and we will continue to try to make Gwent's roads safer for everyone to use. We will work together with GoSafe, the Wales Road Casualty Reduction Partnership to encourage motorists to drive legally and

safely and to reduce casualties and save lives.

We will also co-ordinate Community Speedwatch, a traffic monitoring scheme that is managed and run by Neighbourhood Policing Teams and Community Volunteers. This is a community led initiative that aims to educate drivers about the dangers of speeding while addressing concerns of local residents about speeding cars.

Automatic number plate recognition will continue to be used to disrupt criminality, and we will take enforcement action against dangerous drivers. We will also deliver campaigns to positively affect and influence driver behaviour relating to issues such as drink driving, speeding, anti-social driving and the use of mobile phones whilst driving.

### **The Strategic Policing Requirement**

The Home Secretary's Strategic Policing Requirement (SPR) sets out the national threats that the police service must address. The SPR enables the Police and Crime Commissioner to hold the Chief Constable to account against the SPR priorities. These threat priorities are terrorism, serious and organised crime, cyber security incidents, public disorder and civil emergencies.

The UK Government has recently decided that Child Sexual Exploitation should also be added to the SPR as a national threat. The force will review our capability to tackle this threat in accordance with the SPR and we will work to improve our response both locally and nationally. We will also continue to map our capability across all other elements of the SPR.

### **Counter Terrorism**

Gwent Police works alongside other forces and national and regional partners to tackle threats and prevent activities of terrorists and domestic extremists. In particular we will continue to support the efforts of the Wales Extremism and Counter Terrorism

Unit (WECTU) in responding to threat. We will also continue to work with our communities to prevent extremism.

Our objectives support the four key elements of the UK's counter terrorism strategy (CONTEST):

**PURSUE:** pursue terrorists and those who sponsor them

**PREVENT:** stop people becoming terrorists or supporting terrorism

**PREPARE:** mitigate or lessen the impact of a terrorist attack

**PROTECT:** protect the UK by strengthening our defences against terrorism

### **Organised Crime**

Organised crime groups engage in a wide range of crimes including human trafficking, theft, drug dealing and money laundering. We will continue to work in partnership to identify these criminals, disrupt their activity and confiscate profits. The proceeds of crime recovered from these criminals will be used to benefit local communities through the PCC's Partnership fund which aims to assist local charities, voluntary organisations and community groups.

### **Focus on Cyber Enabled Crime**

We are currently realigning our resources to establish an effective Cyber Crime team capable of investigating and prosecuting cyber enabled crime. As part of a local, regional, national and international response we will work to understand the growing use of cyber as an enabler across all crime types and prosecute those committing these crimes.

## **PRIORITY 5 MAKE THE BEST USE OF RESOURCES AND PROVIDE VALUE FOR MONEY**

Gwent Police will reduce costs by redesigning our services to work more efficiently and effectively and we will promote an attitude of continuous improvement within the Force. We will seek to collaborate with other organisations to provide better value for money and we will build on the capability and capacity of our people.

### **Delivering More for Less**

Whilst Gwent Police has already achieved efficiency savings of £32m since 2008/09, we are currently facing the challenge of having to find further savings of £22m by 2018/19. In order to make these savings we need to change the way we work. That is why modernising how the organization operates is crucial at this time. Our new Force structure will assist in making these efficiencies whilst providing a better service to the communities of Gwent.

Our 'Staying Ahead' project which looks at how we can function better for less, will continue to explore cost saving initiatives and analysis to enable us to align our resources to where they are needed most.

Our management and deployment practices will align to the needs of the new Force structure and the mix of skills of our workforce will reflect what is needed to match the priorities and the changing operational demands of the service.

### **Changing Policing Through Technology**

The nature of policing is changing and better use of technology will enable the organisation to become more efficient, keep officers on the frontline and provide a better service to the public. We are implementing large programmes of work to enable us to work smarter. Our Digital Strategy includes reducing our paper retention through the

digitalisation of records while the implementation of the Criminal Justice Efficiency Programme will enable digital working in the court room, streamlined digital crime files, virtual courts and live links.

Together with South Wales Police, we are implementing our Fusion Programme. This brings together a number of our projects that look to improve how we share and move relevant and accurate information between ourselves, our partners and members of the public. In addition, Gwent Police has signed up to The Police ICT Company Ltd which has been established to provide PCC's and forces with better value for money for their ICT spend.

We are also improving our use of mobile devices to allow officers to record data and look up information while they are out in the community. This means that more time can be spent serving our neighbourhoods.

Social media has become an increasingly significant tool for the police. We are using it to communicate with the public and to help people connect with the Force. Analysis of social media also provides us with intelligence to assist in investigating and cutting crime.

### **Increasing Productivity**

Gwent Police is keen to promote ideas and suggestions from staff and the public and uses established digital communications to facilitate initiatives.

The Employer of Choice Board will continue to undertake activities to enable employees to be the best they can be. The organisation recognises and rewards excellent service within the organisation in accordance with the Force Values.