

OFFICE OF THE POLICE AND CRIME COMMISSIONER
STRATEGY AND PERFORMANCE BOARD
24th MAY 2016

Present:

Office of the Police and Crime Commissioner
 Mr J Cuthbert – Police and Crime Commissioner (Commissioner)
 Mrs S Curley – Chief of Staff (CoS)
 Mr D Garwood-Pask – Chief Finance Officer (CFO)
 Mr O Hughes – Communications Manager (CM)
 Ms C Hawkins – Information Officer (IO)

Office of the Chief Constable
 Mr J Farrar – Chief Constable (CC)
 Mr N Stephens – Assistant Chief Officer, Resources (ACOR)
 Mr M Richards – Staff Officer (SO)
 Mr M Thomas – Staff Officer (SO)

Staff Associations
 Ms L Davies – Unison

The meeting commenced at 9:30am.

The Commissioner welcomed everyone to his first meeting since taking office as the new Police and Crime Commissioner for Gwent.

<u>APOLOGIES</u>		Action
1.	Apologies for absence were received from Mr N Taylor – Head of Performance, Planning and Partnerships, Mr C Guildford – Deputy Chief Constable, Mr J Williams – Assistant Chief Constable, Mrs E Ackland – Chief Superintendent, Neighbourhoods Mrs R Kirk – Chief Superintendent, Service Development.	
<u>MINUTES</u>		
2.	<p>We received and confirmed the minutes of the meeting held on the 14th March 2016. They were agreed as a true and accurate record, with the following exceptions:</p> <p>Pages 6 and 7, Finance Report We requested that the title Police Community Safety Officer was amended to Police Community Support Officer (PCSO).</p> <p>We requested a reference to the Welsh Government be added to clarify the funding provider for the specified PCSO establishment.</p>	<p style="text-align: center;">IO</p> <p style="text-align: center;">IO</p>

<u>ACTIONS</u>		Action
3.	<p>We received and noted the actions from the meeting held on the 14th March 2016.</p> <p>The CFO advised that The Police ICT Company had confirmed a date to visit Gwent and the Shared Resource Centre (SRS).</p>	
<u>CHIEF CONSTABLE'S UPDATE REPORT</u>		
4.	<p>We received and noted the Chief Constable's Update Report.</p> <p>The CC informed us that the force's relationship with Her Majesty's Inspectorate of Constabulary (HMIC) had improved significantly as a result of the work undertaken with regards to HMIC inspections. The CC highlighted the force's previously reported success across the second assessment of the effectiveness, efficiency and legitimacy strands of the Police Efficiency, Effectiveness and Leadership Programme (PEEL) inspection, and informed us that Gwent Police was now being used as a national case study as a result of its rapid rate of improvement. We noted that HMIC would return to the force at the end of June to undertake fieldwork for the spring inspection, which would include the legitimacy, efficiency and leadership strands of the PEEL inspection. The inspection would focus on how forces have developed both their organisational structures and their culture, with inspection teams continuing to offer the Office of the Police and Crime Commissioner (OPCC) opportunities to engage with them during the fieldwork period.</p> <p>The CC advised that the force had received over 400 applications for the recent recruitment campaign for police officers. The first intake of 20 officers began their initial training in May with the second intake due to commence training in August 2016. We also learned that in April, the force welcomed 12 new Special Constables and that 40 Police Cadets had successfully passed out from their initial training. The CC commented on the considerable efforts made by the force in increasing and maintaining the volunteer resource and we noted that in April, Gwent Police had hosted the 2016 National Specials' Conference which was attended by more than 250 delegates.</p> <p>We also noted that the first three police staff 'Keep Enhancing Yourself' (KEY) sessions had taken place in April and May, which had been attended by over 250 staff members. The events provided attendees with updates</p>	

	<p>professional approach towards safeguarding or managing risk with improved processes and time management for front-line staff.</p> <p>We were informed that the Operational Update contained a number of points of national significance. We learned that, in the past few weeks, the force had recently seen two high profile investigations reach the trial stage and that a recent murder investigation and numerous fatal Road Traffic Collisions had required specialist resources. The CC advised that Johanna Robinson had been appointed as the new Co-ordinator at Connect Gwent, the victims' hub, and was now in post. We also learned that, on 3rd May, a new custody operating model was launched which saw the reduction from two custody units to a single, 29 cell complex in Newport and that the force-wide rollout of Body Worn Cameras was now complete.</p> <p>The Commissioner queried the CC's intentions regarding the disuse of the custody suite at Ystrad Mynach and whether this would have any negative impact on the local community. The CC advised that the suite could be retained in case of surplus demand at Newport and could also provide resilience for cases where specialist detention was required. However, the use of the Ystrad Mynach suite would need to be discussed in the near future and the Commissioner expressed concern at the possibility for public misperception around its closure. The CC assured us that closure of the custody suite would not affect public use of police station.</p> <p>The CC drew our attention to the recent media coverage of Lord Laming's review for the Prison Reform Trusts. The review found that children in care are six times more likely to be cautioned or convicted of a crime than other young people, and that half the children in youth custody came from foster or residential care. We discussed the recommendation in the report that police forces improve practices regarding prosecution of children and young people in care. The CC advised that Gwent was referred to in the report due to its related protocol having been considered 'best practice'.</p> <p>The Commissioner thanked the CC for his update.</p>	Action
<u>ANNUAL REPORT ON DATA QUALITY IN RELATION TO CRIMES AND INCIDENTS</u>		
5.	We received the Annual Report on Data Quality of Crimes and Incidents.	

<p>The CC highlighted that the former Commissioner had adopted a stance of service rather than numerical targets and that this had supported a move towards ethical crime recording across the force. In March 2014, following the launch of the NICHE records management system the force was shown to be 77% compliant against National Crime Recording Standards (NCRS). However, an audit in May 2015 showed that this had increased to over 90% compliance for recording crimes within 24 hours and, to date, remained between 93% and 97%.</p> <p>The CC advised that a significant culture change had contributed to the improvement in NCRS compliance, with more crimes being recorded than previously. Whilst crime numbers were not used as a performance indicator, there was an expectation on supervisors to understand the reasons behind any significant variances in the numbers of crimes recorded. We were also advised that the increase in crime recording had provided a higher number of 'no-crimes' recorded (a no-crime refers to an incident that was initially recorded as a crime, but has since been found not to be a notifiable crime on the basis of additional verified information). This was an expected consequence and would continue to be monitored.</p> <p>We were informed that the CC had invited HMIC to visit Gwent as part of their Crime Data Integrity (CDI) inspection programme; however, the offer was yet to be acted upon. We noted that there was a nationally reported increase in crimes involving perpetrators of over 65 years of age and, partly driven by continued media interest, for crimes involving historic allegations.</p> <p>We learned that, due to the force's improvement in Incident and Crime data quality, in February 2016 Gwent Police had been accepted into the Home Office Data Hub. This would provide a more time-effective method of reporting data by removing the need for the force to provide monthly reports to satisfy the Home Office Annual Data Requirement.</p> <p>We discussed the issues associated with national bodies using crime recording statistics as a performance measurement for police forces and noted that this was concern for the CC.</p> <p>The Commissioner accepted the Annual Report on Data Quality of Crimes and Incidents.</p>	<p>Action</p>
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<u>PROFESSIONAL STANDARDS REPORT, QUARTER 4</u>	Action
<p>6. We received the Professional Standards Performance Monitoring Report for Quarter 4.</p> <p>The CC advised that there had been a downward trend in recorded complaints for 2015/16 compared to 2014 and that, from 1st April 2015, all complaints relating to performance had been allocated to two Sergeants for service recovery, one each in the East and West policing areas. This allowed the Professional Standards Department (PSD) to focus on misconduct issues and the local policing areas (LPAs) to facilitate rapid service recovery and learning on a local basis. We noted that the OPCC's Public Response Unit would also provide additional early intervention relating to professional standards issues.</p> <p>We discussed the CC's comments around standards and hearings and the Commissioner noted that the Independent Police Complaints Commission (IPCC) had upheld 25% of appeals in Gwent during the nine month period, compared to 42% nationally. This provided assurance that the outcomes of appeals were appropriate in the majority of cases.</p> <p>We noted that 526 letters of appreciation had been recorded during the quarter, an increase of 195 as compared to Quarter 3. We discussed the high number of letters received and the Commissioner queried the internal process around public feedback. The CC informed us that this formed part of internal force performance monitoring. Externally, the force had launched a 'Rate Our Service' facility on its website to enable the public to feed back on the service received. The CC commented that, over the past 90 days, the force had received a rating of 3.8 out of 5, with a number of individuals commending specific officers for the service provided. Responses were posted to all comments received and where negative feedback was provided, service recovery would be attempted via that response.</p> <p>The CC informed us that, overall, in Quarter 4, 20 complaints had been made against officers/staff in the East LPA compared to 35 against those working in the West LPA. 13 complaints had been made against 'other' officers/staff and only two officers had had three or more complaints made against them during the past 12 months.</p> <p>A high number of misconduct hearings had taken place during the last few years, but we were assured by the CC</p>	

	<p>that in each case, this had been the appropriate course of action the with majority of individuals dismissed as a result of the outcome of the hearing.</p> <p>We noted the number of 'Conduct' cases recorded in Quarter 4 2015/16 compared to Quarter 4 of 2014/15. 8 cases recorded in Quarter 4 2015/16 related to misconduct committed on-duty or to professional matters, and included: unauthorised access to Gwent Police systems; false entries on timesheets; driving matters; and searching prisoners. The CC clarified that the issues of searching prisoners related to 'near misses' in custody and incidents were automatically referred to the IPCC. We discussed the implications associated with 'near misses' and the CC informed us that there had not been a related death in custody for 10 years. Improvement work was planned for the Newport custody suite which would include an upgrade to the life-sign detections systems.</p> <p>We noted that the inception of Legally Qualified Chairs would achieve some savings in the employment of a legal advisor to the misconduct panel and the Commissioner queried whether this was a saving solely for the force. The CoS clarified that, in spite of the small saving to the force, the OPCC would be required to pay the costs associated with employing Legally Qualified Chairs.</p> <p>The Commissioner accepted the Professional Standards Report.</p>	Action
<u>STOP AND SEARCH UPDATE REPORT</u>		
7.	<p>We received and noted the Stop and Search Update Report.</p> <p>The CC informed us that the force had participated in the Home Office Best Use of Stop and Search Scheme since its introduction in August 2014. Following the PEEL inspections in late 2015, thirteen forces had been suspended from the scheme; however, Gwent Police was one of the 11 forces found to have complied with all five aspects of the scheme and was now working with a number of the suspended forces to bring them up to the required standard.</p> <p>The CC explained that a Ride Along Scheme formed part of the required activity under the Best Use of Stop and Search Scheme. This had been launched in Gwent in August 2015 and as of 14th April 2016, 231 members of the public had applied to participate in the scheme as observers of live stop and search encounters. We learned</p>	

	The Commissioner thanked the CC for the Year-End Performance Report.	Action
<u>OPERATIONAL DELIVERY PLAN OUTTURN REPORT 2015/16</u>		
10.	<p>We received and noted the Operational Delivery Outturn Plan for 2015/16 from the CC who advised that the draft report had been provided to the SPB meeting in March.</p> <p>The Commissioner queried the methodology used for conducting Local (public) Confidence Surveys. The CC advised that these were undertaken through Connect Gwent and the findings were reported to the Public Confidence Board, chaired by the CC. The findings were also provided to the Office of National Statistics (ONS) for use in national tables. The Commissioner queried whether the OPCC was sighted on the outcome of the 'Let's Decide' and 'Let's Act' activities, and the Chief Constable agreed to provide the Head of Performance, Planning and Partnerships (HoPPP) with the relevant information. The CC also commented on the regular use of a Staff Survey across the force to help understand more about staff perceptions of the organisation.</p> <p>The Commissioner queried the use of Restorative Justice and asked how many people had chosen to engage with the process. The Chief Constable commented that there had been positive uptake with the scheme and offered to provide feedback and related performance to the next SPB meeting in July.</p> <p>The CoS drew attention to the Crime Prevention Strategy and commented that the Modern Crime Prevention Strategy had been produced by the Home Office and that Welsh Government was currently considering the content to ensure it was relevant for Wales and incorporated Welsh policies and initiatives. We noted that the HoPPP had raised a small number of other comments on the report which would be provided directly to the report author for action as appropriate.</p> <p>The Commissioner thanked the CC for the report.</p>	<p>CC</p> <p>CC</p> <p>CoS</p>
<u>REPORT ON IPCC 'USE OF FORCE' RECOMMENDATIONS</u>		
11.	We received an update from the Chief Constable on the recommendations from the IPCC report on Police Use of Force.	

	<p>relation to the Shared Resource Service (SRS).</p> <p>The ACOR advised that, during the past year, the SRS had developed the ICT service and delivered improvements in performance and customer satisfaction. We learned that a number of infrastructure projects had been completed during the year, including the implementation of the new STORM command and control system, the Integrated Command and Control System (ICCS) upgrade, the transfer of Airwave and the implementation of the Voice-Over-Internet Protocol (VOIP) Core system to enable the roll-out of VOIP telephony.</p> <p>We noted that service levels had been monitored during the year and that the self-service system for the ICT helpdesk had delivered 21% of the service responses requested with an aspiration to increase to 50% during 2016/17. Customer satisfaction had also been monitored through the Service Point application and the SRS would be expanding on this during 2016/17 to include a wider range of call-types received.</p> <p>The ACOR informed us of the Audit arrangements in place for the SRS and highlighted that action plans had been implemented to address the Wales Audit Office's (WAO) key recommendations that required consideration of the service provision to all partner organisations.</p> <p>We considered the governance arrangements and next steps for the SRS. We noted the saving of approximately £700k linked to the 2015/16 outturn position across the ICT related services. We discussed the transfer of staff to the SRS. We noted that three staff had TUPE transferred (Transfer of Undertakings (Protection of Employment) Regulations 2006) in 2015 from Gwent Police. We queried why there had been such a small number of transfers in this case. The ACOR confirmed that the activity in question related to management positions.</p> <p>The Commissioner thanked the ACOR for presenting the ICT Strategy outturn report.</p>	<p>Action</p>
<p><u>FLEET MANAGEMENT STRATEGY OUTTURN REPORT 2015/16</u></p>		
<p>14.</p>	<p>We received the Fleet Strategy Annual Report 2015/16 from the ACOR.</p> <p>The services provided by Fleet Services were:</p> <ul style="list-style-type: none"> • Vehicle purchase and disposal; 	

<u>COMMISSIONING STRATEGY AND REVIEW (PRESENTATION)</u>	Action
<p>15. We received a presentation on the Commissioning Strategy Annual Review 2015/16 from the CFO.</p> <p>We were advised that the information related to the previous Commissioner's activity during 2015/16. The CFO reminded us of the Commissioning Strategy and governance surrounding the three tiers of the strategy and the highlighted the following:</p> <ul style="list-style-type: none"> • Tier 1 – the Positive Impact Fund had a £10,000 recurrent budget. Projects awarded totalled £10,166 but only £8,766 had been claimed. • Tier 2 – the Partnership Fund had a recurrent budget of circa £250k from three sources of income. 209 bids totalling £1,154k had been received; 145 bids had been declined or withdrawn; 64 bids totalling £285k had been supported either partially or wholly, with £214k awarded at the end of the process. The Partnership Fund had been held in abeyance for 2016/17 pending the Commissioner's decision on whether to continue the process. • Tier 3 – Strategic Commissioning, monitored by the Strategic Commissioning Board. The six themes during 2015/16 were: <ul style="list-style-type: none"> ○ Strategic Community Safety; ○ ASB Prevention and Reduction; ○ Crime Prevention and Reduction; ○ Core Policing (delivered by the CC); ○ Victims' Services; and ○ Rehabilitation. <p>The CFO updated us on the progress of each theme. We noted the following key points:</p> <ul style="list-style-type: none"> • Strategic Community Safety - delivered through the Safer Gwent group. Activity included: the commissioning of a Gwent Strategic Assessment; inclusion of the Positive Futures initiative within the group's remit; and assessing the landscape across Gwent for the delivery of restorative approaches to justice. Work had also been undertaken to bring together regional funding allocations under Safer Gwent. • Crime and ASB – activity included: provision of the Partnership Fund during 2015/16; the force Crime Prevention and Demand Reduction Strategies (the 	

	<p>latter linked to the Demand Reduction Project co-ordinated by the OPCC); provision of funding support to the High Sheriff's Fund and local Crime Prevention Panels or their equivalents.</p> <ul style="list-style-type: none"> • Victims' Services – delivered through Connect Gwent. 2015/16 had seen an increase in referrals from 3.5k to approximately 7k cases, and a 200% rise in Domestic Violence cases reported. Victim satisfaction levels had also increased to 6.9%. From 1st April 2016, responsibility for Connect Gwent passed from the Commissioner to the CC. Future plans included improved public awareness of the service, development of Restorative Justice protocols, inclusion of ASB support and the integration of the Witness Care Unit. • Rehabilitation – partners had met to determine the nature of future provision, and had considered the feasibility of a regional 'hub' for service provision. Investment had been committed in the budget for 2016/17 to support the formation of a Multi-Agency Safeguarding Hub (MASH), of which the rehabilitation hub could form a part. <p>The CFO confirmed that in November 2015, the Commissioning Strategy had been reviewed to ensure it remained fit-for-purpose. As a result, the strategy had been revised to include Mental Health, Cyber Crime, Child Sexual Exploitation, Counter Terrorism and Serious Organised Crime, Modern Day Slavery and Drug Trafficking. The force Delivery Plan had also been considered in view of public feedback and amended to reflect this.</p> <p>The CFO advised that, as the Commissioning Strategy was linked to the Commissioner's Police and Crime Plan, further review would be needed to ensure delivery against any new Priorities set. The composition, role and remit of the Strategic Commissioning Board would also need to be reviewed to ensure it remained relevant during the Commissioner's tenure. The OPCC would continue to identify emerging themes to define the funding landscape in support of the commissioning work to be undertaken.</p> <p>The Commissioner thanked the CFO for the update.</p>	Action
<u>FREEDOM OF INFORMATION REPORT 2015/16</u>		
16.	<p>We received and considered the Freedom of Information (FOI) Annual Report from the CC.</p> <p>We were advised that there had been a year-on-year</p>	

<p><u>DRAFT MINUTES OF THE JOINT AUDIT COMMITTEE, 9TH MARCH 2016</u></p>	<p>Action</p>
<p>19. We received and noted the draft Minutes of the Joint Audit Committee (JAC), 9th March 2016. The CFO advised that some of the points had been discussed at the SPB meeting in March and highlighted the following:</p> <ul style="list-style-type: none"> • The re-appointment of the Chair of the Committee and the amendment to the Terms of Reference to include an exceptional circumstances clause which had been agreed at the SPB meeting; • The attendance of the two new JAC Members at the March meeting, who were currently undergoing familiarisation sessions. The new Members had already shown themselves to be valuable additions to the JAC and both the CFO and the ACOR were assured that they would support the continued development of the Committee; and • The earlier closing of the accounts by 2018/19 and the work that was already underway in support of this. <p>We were advised that the Auditor General in Wales had undertaken a local government improvement study around Police and Crime Commissioners and Community Safety Partnerships working together to tackle crime and public safety issues. The OPCC was sighted on this study and the national report would be released in the summer of 2016. We also noted that the WAO had maintained their fee rating for 2016/17 at 2015/16 levels. The JAC had accepted the 2016/17 Internal Audit Plan on behalf of the Commissioner and CC, thereby providing relevant assurances to the Commissioner and CC that the governance arrangements in place were robust. Members had also received and discussed any Limited Assurance reports from Internal Audit.</p> <p>The CFO informed us that he had updated the Committee on the budget-setting process, specifically the change in the provisional funding settlement compared to the expected provision and how this had impacted on local scrutiny meetings. The timing of future JAC meetings would be considered to allow for any similar issues in this regard. Changes to the Manual of Corporate Governance in respect of the amended Terms of Reference and the change of OPCC staffing from Chief Executive to COS had also been agreed.</p> <p>The Commissioner thanked the CFO for the update.</p>	

<u>ANY OTHER BUSINESS</u>		
20.	No other business was declared.	
<u>TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING</u>		
21.	There were no new risks arising as a result of the meeting.	
<u>FOR INFORMATION</u>		
22.	<p>We noted the minutes of the following meetings:</p> <ul style="list-style-type: none"> • Strategic Planning Group Minutes, 10th March 2016 • Strategic Planning Group Minutes, 12th April 2016 • Estates Strategy Board Minutes, 14th March 2016 <p>The meeting concluded at 12.10pm</p>	