

**OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT**  
**STRATEGY AND PERFORMANCE BOARD**  
**2<sup>ND</sup> MARCH 2020**

**Present:**     **Office of the Police and Crime Commissioner (OPCC)**  
Mr J Cuthbert - Police and Crime Commissioner (PCC)  
Ms E Thomas – Deputy Police and Crime Commissioner (DPCC)  
Mr D Garwood-Pask – Chief Finance Officer (CFO)  
Mrs S Curley – Chief Executive (CEX)  
Mrs J Regan - Head of Assurance and Compliance (HoAC)  
Ms J Robinson – Head of Strategy (HoS)  
Mr R Guest – Head of Communications and Engagement (HoCE)  
Mrs E Lionel – Principal Finance & Commissioning Manager (PFCM)  
Mrs N Warren – Governance Officer (GO)

**Office of the Chief Constable (OCC)**  
Ms P Kelly – Chief Constable (CC)  
Ms A Blakeman – Deputy Chief Constable (DCC)  
Mr J Edwards – Assistant Chief Constable (ACC)  
Mr N Stephens – Assistant Chief Officer, Resources (ACOR)  
Mr N Mclain – Chief Superintendent – Head of Continuous Improvement (HoCI)  
Ms N Wesson – Head of Corporate Communications (HoCC)  
Ms N Brennan – Head of Joint Legal Services (HoJLS)

**Staff Associations**  
Mrs L Davies (Unison)  
Ms J Everson (Unison)

The meeting commenced at 10:00am.

**APOLOGIES**

**Action**

1. Apologies for absence were received from Ms N Brain - Chief Superintendent, Head of Crime and First Point of Contact

**MINUTES**

2. We received and confirmed the minutes of the meeting held on the 26<sup>th</sup> November 2019.

**ACTIONS**

3. We received and noted the actions from the meeting held on the 26<sup>th</sup> November 2019.

A discussion ensued in relation to the timeliness of SPB reports and the number of outstanding actions. We agreed that both the Force and OPCC Governance officers should meet imminently, to pursue a swift resolution of the existing outstanding actions. This meeting should take

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place prior to any future SPB meetings, to improve the facilitation of the reports and completion of the actions.

**Action**

## **CHIEF CONSTABLE'S UPDATE**

### 4. We received the Chief Constable's Update Report.

The CC informed us that Gwent Police had participated in the Wales Modern Slavery/Mass Fatalities Workshop exercise in January 2020, following the incident that occurred in October 2019 when 39 Vietnamese people were found to have died in a container. The workshop focussed on how Welsh Police Forces would respond to incidents such as this should they occur in Wales. A 'Learning Report' including the findings of the workshop would be shared with the Local Resilience Forum (LRF) and other partner agencies when completed.

The newly recruited Police Staff Investigators (PSI) were due to complete their training by May 2020 in readiness for deployment. A further intake of trainees was due to commence in August 2020. The CC highlighted the positive impact the new roles would have in supporting Detectives within the Criminal Investigation Department (CID) and providing continuity of service by retaining the investigatory skills within the team.

A review of Gwent Police's Operating Model was to be undertaken to ensure the most suitable resources were being deployed to the appropriate areas of the Force, in order to maximise efficiency and effectiveness. This was paramount in light of the forthcoming uplift of 165 Police Officers and 55 members of Police Staff. The review would focus on the Sergeants element of the Model as a priority, to ensure appropriate supervision was in place in readiness for the uplift.

Improvements had been made to the Force Governance processes, by reconfiguring the dates of meetings and boards; reducing duplication of work; and ensuring statutory requirements were being met to assist with OPCC scrutiny of the Force.

The CC informed us that during a recent meeting with the NPCC and APCC, it became apparent that the Government were looking at Force Performance from a different perspective; particularly in the areas of recorded crime and prevention, including thematic crime types. The Force Performance Framework had been completed, which would assist the Force in providing a greater understanding of performance.

The CC emphasised the good work referenced within her report and thanked all those involved; especially the Force and OPCC Communication and Engagement Teams, who had ensured the good work of the Force had been publicised so positively. A prime example of positive media was in relation to the Collision Investigation Team (CIT) participating in 'The Crash Detectives' programme on BBC1. The

team had been commended by Judges for the quality of their evidence submitted to Court and the programme had also helped to raise awareness regarding the importance of road safety nationally. The CC thanked the CIT team for their professionalism throughout the process.

**Action**

The CC also endorsed the good work of the Force in relation to Serious and Organised Crime (SOC), particularly Operation Empire. This Operation had resulted in a significant seizure of cocaine worth in excess of £30,000 thousand pounds and incriminating evidence, resulting in large prison sentences for those involved.

The CC informed us that Police Officer establishment numbers would have increased by 218 by the end of March 2020, in comparison to 2016. A new recruitment plan has also been developed for Police Officers and Community Support Officers (CSOs) over the following 3 years. The Force could expect their Force establishment to have increased by 321 Officers by 2023.

Attendance Management training had concluded in December 2020 and 302 line managers had participated. The impact of the training had seen tangible results, as Managers had been applying the principles learnt during the training. The CC was also keen to attend the Pen-y-Craig Woodland Project to review a pilot to ascertain if the project could help support Police Officers further in terms of wellbeing and sickness. The project mainly focussed on the rehabilitation of blue light front-line Officers and staff who were recovering from acute mental health conditions, such as post-traumatic stress.

The CC assured us that a Strategic Coordination Team had been established to address the issue of the Coronavirus. Force procedures had been communicated to Police Officers and staff members and would continue to do so as the matter progressed.

Interactive Voice Response software had been introduced within the Force Control Room (FCR); this had enabled the Force to differentiate between existing or new 101 calls, which had resulted in the lowest call abandonment rate since 2013. The CC advised us that performance data would be shared with the PCC in due course, as the implementation was still in its infancy.

**CC**

The Force had received an overall positive response to the recent re-inspection of children in custody by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS), in December 2019 and work was ongoing to improve the arrangements further.

The CC informed us that Gwent Police (GP) were ranked as one of the top performing Forces in terms of their Criminal Justice performance, particularly in the Magistrates Courts. However, there was work to do in relation to improving the timeliness between the reporting and the charging of crime. The implementation of the new Digital Evidence

Management System (DEMS) would improve efficiency of the service, by automating digital evidence into one place for swift and secure transportation to the Crown Prosecution Service (CPS) in the future. **Action**

We noted an amendment to the second paragraph on page 10 of the CC report, from 'We have almost agreed a multi-agency pathway for adults who commit suicide' to 'We have almost agreed a multi-agency pathway to support those who intend to commit suicide'. **CC**

The CC informed us that a review of the Missing Persons Hub and partnership working was due to conclude at the end of March 2020. The findings of the review would help to improve how partnership agencies work collectively across Gwent going forward.

We agreed to the removal of the second part of paragraph 8, on page 3 from the CC report 'Over the course of the investigation, the head of OCG has led...'. **CC**

The CC and PCC thanked those involved in supporting victims of the local floods for their compassion and professionalism during difficult circumstances.

The DPCC informed us that evidencing Force effectiveness was a key area of significance at the recent APCC/NPCC Summit in terms of performance. The DPCC asked how the Force would respond to the reintroduction of a target culture and any unintended consequences the change of culture could bring about.

The CC explained that she had been corresponding with partner organisations regarding the introduction of the performance targets and that it was likely that the new measures would be focussing on a victim based approach, which would ensure the best possible outcome for the victim as opposed to a tick box exercise. However, the CC stated there would be implications regarding the number of trained officers being available to increase performance in the interim, due to the time it would take to train Officers, particularly in relation to Operation Uplift.

The PCC asked what the Force response was to the European Arrest Warrant becoming inactive in the future. The CC advised there was existing legislation that could be used in its place during any transition and whilst the issue was being addressed nationally, it would not be as timely and effective as the current arrangements.

## **ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES**

5. We received the organisational performance report against the Police and Crime Plan (the Plan) Priorities for Quarter three. **Action**

The DCC advised us that there had been a 1.4% decrease in the number of crimes recorded in comparison to the same period in the previous year, specifically related to 10 types of crime including theft, burglary non-dwelling and rape.

There had been an increase in burglary dwelling, vehicle crime, robbery, shop lifting, violence with injury, violence without injury, some of which can be attributed to domestic abuse related issues which the Force had particularly focussed on over the Christmas period by running campaigns to encourage victims to report incidents of domestic abuse.

The ACC advised us that Force focus was in pursuance of those causing the most harm in our communities and therefore a review of Integrated Offender Management (IOM) was being conducted. This would tackle repeat offenders, which in turn would also help to reduce the number of repeat victims.

The CFO asked where GP stood nationally in comparison to other forces, as 30% of overall crimes were committed by repeat offenders. We were informed it was difficult to compare, as there was a broad classification range of repeat offenders.

Whilst acknowledging that a tasking project was in the process of being developed to tackle the issue of repeat offenders, the HoS queried if there were particular types of repeat offenders that were being focussed on as a priority, or the avenue of approach the Force were taking that could provide the public with reassurance. The DCC advised us the review of the IOM across the Force should identify the areas of priority and by working with other partner agencies, the number of repeat offences should reduce.

The CC informed us that the Investigative Framework (IF) at the first point of contact had also been reviewed and crimes such as shop lifting and burglary were being dealt with in a more robust manner. This would assure the public that opportunities for early preventative intervention was being utilised to deter a repeat offenders where possible. We were assured that domestic abuse, burglary and serious violence were a priority for the Force, in relation to tackling repeat offenders.

The CC explained that 24% of acquisitive crime was linked to substance misuse nationally and emphasised the importance of preventative partnership working, with the utilisation of diversionary schemes helping to prevent reoccurrence of the offences. The DPCC advised us that the OPCC and the Force had been working closely with the Area Planning Board (APB) on the commissioning of the substance

misuse service, which would support the Force with this approach.

**Action**

We agreed that it would be beneficial for the OPCC to be involved in the review of the IOM.

The HoS suggested a review of the IOM contract to ensure it incorporated the commonality of people who were on the IOM cohort and the substance misuse services.

**CC**

The DCC advised us that a plan was being developed to determine where the Force would like to be by the end of the year, in terms of performance in the targeting of repeat offenders. Local Policing Area commanders would have oversight of it and would drive activity accordingly.

The Force positive outcome rate stood at 11.6%, which was below the national average of 12.5%, placing the Force 32<sup>nd</sup> out of 43 Forces. There had been a decline in positive outcome rates since the last quarter and over 4,500 cases were still under investigation. The findings of the IF review would assist in providing an understanding of why outcome rates had declined and adjustments would be made accordingly.

The CFO asked whether the number (4,500) of cases under investigation was increasing and received confirmation that it was not. The Force were focussing on bringing the cases under investigation to an earlier outcome.

The HoS asked if the service provided by Criminal Justice partners could be enhanced in order to assist in the delivery of the positive outcomes. The DCC explained that the Force were focussing on the quality of their investigations; the use of community resolutions; and restorative justice at this point in time, but may consider reviewing the service provided by the Criminal Justice partners at a later date.

The HoS stated that, during the year to date, 20% of all crimes have been committed against a repeat victim; 21% of which related to the crime type of Violence Without Injury, which were mainly linked to domestic violence. It was suggested that case studies could be included within the report, where a victim has made multiple reports of domestic abuse in order to provide clarity around the complexity of such cases. The DCC agreed to include case studies within the performance report.

**DCC**

There had been an increase of 20% in the use of Public Protection Notices (PPNs) and 14.2% of Multi-Agency Risk Assessment Conference Referrals, which was an improvement on the previous quarter.

The HoS referred to the number of arrests and asked for clarity in

relation to the indicators used and received confirmation that the overall arrest rate had increased by 2%. Work was ongoing to improve this further, as a new Voluntary Attendance process had been developed to support officers in ensuring the appropriate criminal justice path had been followed.

There were 161 safeguarding calls and visits undertaken, providing intervention and protecting victims from financial abuse.

The Force, in conjunction with the Victims' Board, introduced a Victim Contact Module (VCM) within the Niche Policing system, to support officers in ensuring compliance with the Victims Code of Practice. Force Supervisors were conducting quality checks of the VCM and were to attend further training in April 2020, focussing on supporting victims through the justice journey, including completion of the VCM.

There had been an ongoing reduction in Anti-Social Behaviour (ASB) and 68% of the public were confident with the service provided by the Force. However, further analysis was required to ensure that the Force have an accurate reflection of public opinion, in order to further improve the service.

Overall, 93% of victims were happy with ease of contact, however only 57% of victims were happy with how they were being updated about their crimes. We were assured that the increase in resources in this area should help to address the issue going forward.

### **FORCE DELIVERY PLAN 2020/21**

6. We received an oral update on the Force Delivery Plan 2020/21 from the HoSPC.

We were advised that the key Force objectives for 2020/21 were in relation to the pursuance of repeat offenders, detection of crime and problem solving. In order to ensure the appropriate preventative mechanisms were used in the first instance, the Force would be utilising the three Ps – Pursue, Protect and Problem solve. To enable the three Ps, the Force would focus on the 3 Cs – Collaboration, Confidence and Culture, through partnership working and giving Officers the confidence to work within a traditional culture of policing, to reduce crime and increase outcomes.

The plan includes the Crime Prevention Strategy being the main focus of preventative work, including tactical work, IOM and the delivery of the Wales Integrated Serious and Dangerous Offender Management (WISDOM) project.

The review of the Operating Model forms a large part of the delivery plan in 2021, incorporating three work streams consisting of uniform policing, CID and Criminal Justice. Project leads will progress the

work, to ensure the right people are deployed to the right job to suit their skills. **Action**

The People Plan and the Workforce Plan would have regard to the wellbeing initiatives, by ensuring staff were deployed to the right areas and skilled wellbeing support would be available to them should they need it.

Performance Governance had been identified as a key element of the plan, with the Force starting to use the Performance Framework at Force meetings to drive performance. The next step was to ensure the relevant performance indicators and benchmarks were in the right outcome areas, in adherence with the Police and Crime Plan priorities.

Various projects would be undertaken to ascertain the levels of public confidence, including the development of a toolkit in order to determine how and where public confidence could be improved.

The PCC requested a short, written report of the objectives within the Force Delivery Plan for 2020/21 including the timeframes for the deliverables. **CC**

The CEx requested sight of the Crime Prevention Strategy, as Chief Supt Roberts was due to present it to the Police and Crime Panel (PCP) on 20<sup>th</sup> March 2020. The CC advised us that she would provide it prior to the PCP meeting. **CC**

The CEx asked where the Force Delivery Plan objectives would be monitored and received confirmation that the delivery of the objectives would be scrutinised through the SPB meetings.

The CC suggested a joint 'Away Day' to discuss the Force Delivery Plan and how the Force Delivery Plan objectives met the priorities of the Police and Crime Plan. **CC**

The Welsh Government (WG) had raised concerns that GP was an outlier in terms of match funding CSOs, as the majority of other Forces were providing a larger proportion of their CSO funding. GP were funding 31 full time equivalent (fte) CSOs and the WG were providing the remaining 101 ftes.

The CC advised us that although an increase in CSO funding had not been planned within the 2020/21 budget, there was a plan to increase the CSO baseline establishment by an additional 30-35 ftes between 2022-2024. However, Operation Uplift was likely to affect the number of CSOs remaining in post as they may apply to become Police Officers. It was therefore expected that the usual figure of approximately 15 CSOs normally changing roles to Police Officers would be exceeded. So factoring in the impact this may have, the CC proposed the recruitment of an additional 20 CSOs during 2020/21, in



order to balance the potential shortfall and to meet demand.

**Action**

The PCC agreed the proposal having considered concerns of the Welsh Government and the potential impact of Operation Uplift.

The DPCC suggested that the Force articulated the good work of the CSOs to communities through their Communication team, as the Welsh Government had indicated. Furthermore, the Force should explore a clear progression structure for the role of the CSO, which may help to retain CSOs in the long term.

The CC informed us that a review of the configuration of neighbourhood teams was underway, to clarify the roles of the CSO. The HoCI had been corresponding with the National Force lead, who was undertaking an evaluation of the CSO role.

Unison welcomed the review of the CSO role, as it had been an ongoing issue that required addressing. We were also informed that the role of CSO had never been through the Job evaluation scheme, which should be a considered during the review.

### **PEOPLE SERVICES ANNUAL REPORT 2018/19**

7. We received the People Services Annual Report 2018/19 for monitoring.

The DCC referred to the report appendix, highlighting the services delivered by People Services during 2018/19 and requested any questions in relation to it.

The PCC made reference to the date and reminded us that the People Services report had been submitted to SPB later than expected. The DCC advised us that the report should be considered as a position statement and future reports would be submitted in a timely manner.

The DPCC emphasised the importance of reflecting the work that had been delivered in key areas in future reports, as it had not been demonstrated within this report.

We agreed to accept the report and the force noted the comments made for future reports.

### **LEARNING AND DEVELOPMENT ANNUAL REPORT 2018/19**

8. We received the Learning and Development Annual Report 2018/19 for monitoring.

The DCC referred to the report highlighting the good work undertaken by the Learning and Development team, including Leadership days; Continued Professional Development (CPD); Stop Search training; and

specialist training. The team had developed a detailed annual plan in relation to future Force requirements, to ensure staff members and officers have the skills set required to meet demand. **Action**

The PCC queried how the Police Education Qualifications Framework (PEQF) fitted in to the plan and if there were any issues of concern. We were informed there was sufficient capacity within the existing training infrastructure, particularly since the reconfiguration of premises by South Wales Police, which allows for additional training.

The PCC asked how the PEQF was evaluated by the Force. The DCC acknowledged that there was work to be done in this area and agreed to conduct a review of PEQF and its effectiveness. **DCC**

The DPCC queried the outcome of the leadership review of Chief Inspectors; if there were any recommendations resulting from the review; and if any future reviews were planned for other ranks within the Force. The DCC agreed to provide an update in due course. **DCC**

## **REPRESENTATIVE WORKFORCE STRATEGY**

9. We received the Representative Workforce Strategy for monitoring.

The DCC referred to the Workforce Strategy plan and highlighted areas for consideration. The five key elements included leadership, attraction, recruitment, retention and progression. The Force were focussing on ensuring identified characteristics were well represented across the workforce.

We noted that the Force vetting panel included representatives from the Diversity and Inclusion team and the OPCC, to ensure vetting practices were conducted fairly and in an unbiased way. The panel automatically considers refusals if the applicant has a protected characteristic.

The Strategic Force Resource Management Board was concentrating its efforts on attraction and recruitment, particularly in light of the forthcoming uplift in Officer numbers. There was a dedicated member of staff in place who had undertaken a number of positive projects in this area of work, by liaising with South Wales Police (SWP); Services across the country; and consultancy agencies, to ensure that every opportunity to support people through the recruitment process had been sought. It had recently been agreed by the Strategic Resource Management Board that additional dedicated resources would assist Human Resources further, in ensuring the best recruitment offer across Gwent to enable fairer representation.

The DCC acknowledged there was work to do when engaging with the community at large in terms of recruitment and work was ongoing to improve the process. The Force were keen to ensure representation

extended across the spectrum, to include those who were financially restricted.

**Action**

The flexible agile working arrangements had been fully embedded and the results of the annual workforce survey should give a good indication of Force's 'inclusive' environment.

The DCC met with staff networks to discuss the best way to encourage and enable colleagues from a diverse background to reach their full potential. Work was ongoing in this area.

The CC informed us that exit interviews had been introduced for all staff, to identify any themes that may be occurring that contributed to staff members leaving the Force, particularly the Black and Minority Ethnic (BAME) members of staff.

The PCC reiterated the importance of ensuring Welsh speakers were well represented within the Force. The CC informed us that the number of Welsh speakers within the Force Control Room had increased to 11 members of staff and work was ongoing in this area across the rest of GP.

The DPCC queried what approach the Force were taking in reviewing the existing Workforce Strategy and the development of a new plan, including challenges in relation to progression of gender, particularly women. The DCC advised us that work was ongoing in relation to Operation Uplift and the Workforce Strategy and welcomed the opportunity to work together with the OPCC to focus on the wider remit of the whole Workforce Strategy.

**DCC**

## **BUDGET SETTING ORAL UPDATE**

10. We received an oral update on Budget setting 2020/21.

The CFO informed us that the CC had presented her bid to the SPB in November 2019, requesting consideration of a 8.99% precept increase. However, the Medium Term Financial Plan (MTFP) was currently modelled on a 6.99% precept level. This 6.99% model results in a £5.4 million deficit at the end of the MTFP and a £1.2 million deficit in 2020/21, to be met through efficiencies and the utilisation of reserves. A formal paper notifying the PCP of the PCCs proposed budget and precept for 2020/21 was submitted to them on the 24<sup>th</sup> January 2020. A few amendments had been made to the CC's submitted budget bid, as a review of the service pressures had been conducted: to ascertain if certain areas could be funded non-recurrently; to update following confirmation that the Private Funding Initiative (PFI) credits would continue; and clarification on the level of funding in relation to Operation Uplift had been received. Therefore, the PCC made the decision to propose a 6.99% increase, as many of the cost pressures had been alleviated or clarified. Following the rework, there was still a

£1.2 million deficit in 2020/21 and a £6.3 million deficit at the end of the MTFP. However, the 2020/21 budget would be balanced due to the efficiency savings and the use of reserve funding.

**Action**

Subsequently, between the papers being issued to the PCP and the actual meeting, the Home Office Final Funding Settlement report was received. The CFO informed the PCP of the changes brought about by Final Settlement, including confirmation of the cost neutrality of Operation Uplift; the consequential costs for the total uplift of 165 Officers over the next three years; the 75% reduction in Capital grant (from £460,000 to £120,000) ; and that the Police Transformation Fund had ceased.

As part of the funding received in 2020/21 in relation to Operation Uplift were capital in nature, the borrowing requirement had reduced over the duration of the current MTFP.

The PCP considered the 6.99% precept and although it was not vetoed, the PCP recommended a reduced precept of 6%. The PCP provided their rationale for the request; they had concerns in relation to how the increase would impact on the tax payer; the Home Office settlement was perceived to be better than expected; and the reduced need for borrowing costs for the duration of the MTFP. Having considered the recommendations and refuting the first and second concerns, the PCC agreed to reduce the precept to 6.82%, although this was heavily caveated as there was still uncertainty in many areas including the impact of Brexit and the Comprehensive Spending Review.

The CC thanked all those involved in preparation of the budget and the support of the PCC over the long term. in ensuring there was sufficient resources.

## **FINANCE MONITORING REPORT**

11. We received the Finance Report for quarter three 2019/20 for monitoring.

We were informed that the quarter three position was a balanced year-end forecast, as previously expected. There was a small surplus of £1 million related to overtime costs. However, the Force were focussing on reducing overtime costs to ensure budget requirements could be met for the following year.

Debtors and Creditors balances had improved over the last 12 months and had been closely monitored by the Joint Audit Committee (JAC).

Significant spend had commenced for the new Headquarters in December 2019 and a substantial payment had been made for the purchase of the PFI scheme, to bring Ystrad Mynach Police Station

back into public ownership. We noted the report contained the initial version of the MTFP prior to the adjustment from 6.99% to 6.82% precept.

**Action**

The CFO referred to paragraph 5.1 regarding, the risk of the Development Fund forecast not being achieved as forecast for this financial year. The ACOR advised us that the Finance team were corresponding with the relevant budget holders, to ensure that the expenditure was incurred in this financial year.

## **ANNUAL REVIEW OF THE MANUAL OF CORPORATE GOVERNANCE**

12. We received the Annual Review of the Manual of Corporate Governance (MoCG) for approval.

The CEx reminded us that ordinarily JAC would have received the amendments to the MoCG for approval prior to the SPB meeting, but in this situation asked if the PCC was content to agree the amendments in principle, subject to any amendments recommended by JAC. We were informed that further changes were expected following the force governance review, so the MoCG would be revisited following its completion and submitted to the SPB for approval.

The PCC and CC agreed to approve the amendments to the MoCG for 2020/21, subject to any amendments by JAC.

## **PROFESSIONAL STANDARDS DEPARTMENT PERFORMANCE REPORT QUARTER 3 2019/20**

13. We received the Professional Standards Department (PSD) performance report for Quarter Three of 2019/20 for monitoring.

76% of complaints had been recorded within the 10 day target as, opposed to 81% in the previous quarter. However, this fitted in with the new complaints regulations introduced in February 2020, where the 10 day target had been removed to allow forces time and flexibility to resolve matters at an early stage.

There had been a rise in the number of Breach Code C allegations in custody, which could be attributed to the Force raising awareness in relation to the importance of recording complaints; although the results were generally on a par with national results.

The number of complaint withdrawals had continually increased, which could be accredited to the hard work of the dedicated Professional Standards Department (PSD) Sergeants, based in Local Policing Areas, undertaking positive service recovery.

The number of Conduct cases had progressively reduced and the

majority of cases had related to off-duty conduct issues

**Action**

There was one Misconduct case where the findings were proven and the Officer had received a final written warning.

- We noted that the new complaints regulations had significantly changed the way in which complaints were dealt with, The Public Response Unit (PRU) had moved from the OPCC to PSD, to form a complaints assessment/recording team to record the complaints and to attempt early service recovery where possible;
- The PCC was responsible for dealing with reviews (previously appeals), as opposed to the Chief Constable (previously delegated to the Head of PSD); and
- As the outcome categories had changed, it would take approximately 6 months until a comparison of Force data could be conducted using the new system.

The CEx thanked the PSD team for their assistance in the transfer of the PRU to PSD and informed us that Sancus had been appointed as the reviewers on behalf of Gwent, Dyfed Powys and North Wales. Their role was to consider PSD complaint reviews, to ascertain if they had been dealt with fairly and proportionately and to submit their recommendations to the PCC for a final decision.

The HoAC advised us that there was a requirement to increase the number of Legally Qualified Chairs for the Welsh Forces to enable greater flexibility and resilience. Eight new Legally Qualified Chairs had been appointed and were due to attend training on the 18<sup>th</sup> April 2020.

## **EXCLUSION OF PRESS AND PUBLIC**

14. The information contained in the report(s) below has been subjected to the requirements of the Freedom of Information Act 2000, Data Protection Act 2018 and the Office of the Police and Crime Commissioner for Gwent's public interest test and is deemed to be exempt from publication under section 7.

## **DRAFT MINUTES OF THE JOINT AUDIT COMMITTEE, 11TH DECEMBER 2019**

15. We received and noted the draft minutes of the JAC held on the 11<sup>th</sup> December 2019.

The CFO acknowledged the work of JAC and thanked them for their scrutiny of the Headquarters assurance report and advised us that HQ updates would be provided to JAC bi-annually for further scrutiny.

We were informed that the Head of Finance had presented the Lessons

Learnt Plan for the Annual Accounts to JAC for scrutiny and had undertaken a significant amount of work to ensure the accounts closure runs smoothly. There were no issues of concern identified by the Wales Audit Office (WAO) during their interim audit of the accounting process.

**Action**

### **JOINT STRATEGIC RISK REGISTER**

16. We received and monitored the Joint Risk Register.

Having analysed the risk register, the DCC advised us that updates on the register did not correlate to the original risk as some of the risks had evolved, often into a new risk as a result of activity undertaken. Therefore, the register had been reviewed and a list of the risks collated, indicating which of risks were to be removed off the register.

The DCC acknowledged that further explanation would be required for scrutiny by JAC. The CEx explained that it had been agreed at the Scrutiny Executive Board (SEB) that a rationale column would be added to the list and the Force Governance Officer may have subsequently updated the list.

**DCC**

The DPCC raised concerns that the list indicated the risks to be removed, but the new revised version of the initial risk was not on the register even though it was still a risk, albeit a different one. The DCC agreed there was more work to be done in this area and in future risks should not be removed unless mitigation had been implemented or new risks identified.

**DCC**

### **COLLABORATIVE PROJECTS – GWENT PERFORMANCE**

17. We received and noted the Collaborative Programme Report.

The CC suggested that collaboration formed part of the joint away day between the Force and the OPCC to collate a collective plan; to review governance processes; and to review funding particularly in the area of Regional and Organised Crime Unit (ROCU) in preparation for the forthcoming Serious and Organised Crime (SOC) review.

**CC**

The CFO informed us that the WAO had recently conducted an audit on Collaboration between the Forces and any issues of concern would be identified from the findings and fed through the appropriate Force Governance processes . This could also form part of the away day.

A discussion ensued regarding the type of collaborative work undertaken and we agreed that there was opportunity to work collaboratively with other Forces who were working similarly in other areas, such as child centered policing or operational policing.

## **ANY OTHER BUSINESS**

**Action**

18. The ACC informed us that the Chief Officer Team had agreed a further uplift in Taser and 320 Officers had received training in the use of Taser, which was expected to rise to 450 within the following 18 months.

In addition to that, the OPCC had bid for £66,000 from the Home Office Taser fund, which would allow the purchase of a further 80 more Tasers. It was confirmed that the funding had been granted. We agreed that it would be beneficial for the Communication teams to work together to publicise this.

**CC/  
HoCE**

We noted that the OPCC was working with the Force to submit a bid to the Safer Streets Fund, which was due to close on the 20<sup>th</sup> March 2020.

The CC informed us that the HMICFRS were changing the way in which they conducted their inspections. Many of the Chief Officers had attended workshops and the approach taken was that of continuous improvement. We agreed it would be beneficial for the Force and OPCC to meet to discuss the overall impact of the changes and to ensure the relevant Governance processes were in place to enable continuous scrutiny through the various Governance Boards and Panels.

**CC/CEX**

The CEx advised us that that HMICFRS had also made changes to how the PCC was to respond to the Inspections and he would be expected to respond specifically in relation to the individual areas requiring improvement. The CC and CEx had agreed to set up a meeting between GP and the OPCC to discuss a collective approach to the recommendations. This had also been incorporated within the Annual Governance Statement's Action Plan.

**CC/CEX**

## **TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING**

19. There were no risks arising as a result of this meeting.

**The meeting concluded at 12:35**