

**OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT
STRATEGY AND PERFORMANCE BOARD**

6th MARCH 2019

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)
Mr R Guest – Head of Communication and Engagement (HoCE)
Ms J Robinson – Head of Strategy (HoS)
Mrs N Warren – Governance Officer (GO)

Office of the Chief Constable (OCC)

Mr J Williams – Chief Constable (CC)
Mrs P Kelly – Deputy Chief Constable (DCC)
Mrs R Kirk –Assistant Chief Constable (ACC)
Mr N Stephens – Assistant Chief Officer, Resources (ACOR)
Mr M Budden –Chief Superintendent, Head of Strategy Performance
and Change (HoSPC)
Mr S Corcoran – Detective Chief Superintendent Head of Crime and
First Point of Contact (HoC&FPoC)
Mrs J Roberts, Detective Superintendent, Head of Professional
Standards Department (HoPSD)
Mr D Seymour – Inspector, Communications and Engagement
Manager (CEM)

Staff Associations

Ms M Henry (Police Federation)
Ms J Everson (Unison)
Ms L Davies (Unison)

The meeting commenced at 10.00am. We welcomed Mr D Seymour and Mrs J Roberts to the meeting.

APOLOGIES

Action

1. Apologies for absence were received from Mrs S Curley, Chief Executive (CEX), Mrs J Regan, Head of Assurance and Compliance (HoAC), Mrs E Lionel, Principal Finance and Commissioning Manager (PF&CM), Mr M Warrender, Chief Superintendent – Local Policing Area (LPA) West, Mr I Roberts, Chief Superintendent - LPA East and Ms V Day, Police Federation.

MINUTES

2. We received and confirmed the minutes of the meeting held on the 30th November 2018.

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

We noted an amendment to page 5 of the sentence 'We were advised that the recruitment of the officers had now ceased' to 'of the officers had now concluded for 2018/19'.

Action

GO

ACTIONS

- 3 We received and noted the actions from the meeting held on the 30th November 2018. The following updates were provided:

Action 2, Update on Performance of Collaborative Units Joint Legal Services and Joint Firearms

We noted updates would be included within the force and OPCC fortnightly executive meetings going forward. The PCC also requested continuation of the updates at the Strategy Performance Board (SPB).

Action 7, Professional Standards Department Performance Report

We noted the complaints data provided by the Independent Office of Police Conduct (IOPC). However, in order to monitor the performance of the Professional Standards Department (PSD), we requested a report inclusive of PSD quarterly and yearly complaint data and comparative data from the previous corresponding quarter/year. We were advised that PSD were changing their reporting processes going forward in order to provide the required information.

HoPSD

Action 10, Compliance with the Code of Ethics

We were advised that the Joint Audit Committee (JAC) Terms of Reference (ToR) had been amended to include ethical matters following recommendation from the Chartered Institute of Public Finance and Accountancy (CIPFA). To avoid duplication, we noted that the JAC would have sight of the same Ethics Report as the SPB and that future reports should be written with JAC requirements in mind.

CHIEF CONSTABLE'S UPDATE REPORT

- 4 We received and noted the CC's Update report.

The CC assured us there was a plan in place in relation to the United Kingdom's (UK) forthcoming departure from the European Union (Brexit). A significant amount of work had been undertaken both locally and nationally and we were well prepared for any forthcoming issues.

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

A meeting took place with the WG where they identified approximately 20 potential risks in relation to Brexit including disruption to travel and possible civil unrest. Should the Brexit departure date of the 29th March 2019 be confirmed, the WG intended to begin a reporting processes whereby host organisations in the LRF reported the current status of affairs within their area daily. Should a high priority issue arise, a collaborative approach would be taken by a Strategic Coordination Group in order to resolve the issue.

Action

In terms of mutual aid, preparations have been made for the provision of 43 officers to support Kent with Operation Stack as there could be an impact on ports over the Easter period. Officers could also potentially be deployed to other areas of the country, dependent on the issues arising.

We noted that the National Chief Constable lead for Brexit provided a national fortnightly force update of any forthcoming plans.

We were informed that a Chief Superintendent had been deployed to both the East and West LPAs in order to provide leadership when liaising with stakeholders and to afford further force visibility. We queried if there were any financial implications of introducing these two new roles. The CC advised there was, however, he believed there was a necessity for the role.

The CC advised us that Gwent Police had undertaken an unprecedented amount of work in the area of Serious and Organised Crime (SOC) in the form of various operations and the results of the work undertaken by the officers had been substantial. Operation Divide alone saw 23 people arrested and the seizure of £341,000, 9 kilos of class A drugs and various other assets, however, we noted vulnerable young people were being drawn into SOC.

Operation Jigsaw was launched in November 2018 in order to increase awareness of SOC across the community. Funding had been awarded under the Early Intervention Youth Fund for SOC and Serious Violence to tackle these complex issues. We noted SOC formed a large part of the CC's budgeting bid, supported by the rise in the precept.

We queried what additional personnel would be appointed as a result of the Early Intervention Youth Fund award. We were advised that the SOC Coordinator for Gwent was undertaking a review to determine what specialist resources would be required to engage with young people who were offending and those at risk of offending. We noted GP had been liaising with the Home Office in

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

relation to launching the SOC strategy in Gwent which would profile the good work undertaken in the Newport Area.

Action

The PCC requested an update in relation to 'knife crime' in light of the recent incidents highlighted in the media. We were advised that there had been proactive work undertaken in terms of Operation Sceptre and stop and search with a number of arrests being made.

We were advised that a number of freedom of information requests had been received in relation to knife crime. Although the force had seen an increase in knife crime, historically knife crime remained low in Wales. The PCC pointed out that in light of recent media attention that may not be the perception of the general public in Wales and reassurance would need to be provided. Therefore, a request was made for further information regarding the level of knife crime and how the force were engaging with partnership agencies to determine if there were any links between young offenders, including those excluded from school.

We were advised that the OPCC Strategy team had been working closely with the Violence and Vulnerability Unit and it had been agreed that a review would be taking place to ascertain if there was link between school exclusions and the increase in knife crime.

HoS

The CC and PCC welcomed confirmation that all five Local Authorities had provided dates as to when they would become the appropriate authority to deal with simple parking offences.

We noted the transfer of responsibility would reduce the high level of demand on Community Support Officers.

We were advised the force were in the process of finalising the changes to the role of the Station Enquiry Officers (SEO) and we thanked Unison for their continued support during the difficult review process. We noted the SEO Supervisor had provided an update and the department was operating effectively.

Unison thanked the DCC for her approach and consideration of the welfare of staff members during the review process.

We were informed that the fixed, field and flexible (FFF) project, continued to be rolled out and the response from frontline officers had been very positive, particularly in relation to the laptops, as important administrative tasks could be undertaken at the scene of an investigation. 1,100 officers had been issued with BWC's, although there had been problems with the delivery of data to the Crown Prosecution Service (CPS). The issue was under review by the Digital Services Department and ACC.

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

We questioned if there would be an evaluation to highlight the benefits resulting from the changes that had taken place. We were advised that a partial review of the benefits of laptops had been undertaken, which had been presented to the Scrutiny Performance Executive Board Meeting; a full evaluation would take place once all of the laptops had been distributed. An update would then be provided to the OPCC.

Action

DCC

The BWC rollout had recently concluded and in order to allow the processes to be fully embedded within the force, a full evaluation of their usage and benefits would take place in approximately six months. We were reminded the digital assessment would need to be reported to the National Commercial Board, as the Policing Minister had stipulated a requirement for the force to develop and deliver a digital strategy in order to be afforded the option of the 6.99% precept level.

We were advised that the response from the public to the launch of the social media desk in January 2019 had been very positive. Almost 10,000 messages had been received including messages from vulnerable victims such as victims of domestic abuse.

The PCC was pleased that the social media desk had been positively received by the public and queried if the 10,000 contacts made were new or if they would have originally contacted 101.

We were advised that in some cases members of the public had informed officers that they would not have contacted the force by other means other than social media which had subsequently prevented a number of serious crimes. We acknowledged that early indications had shown a slight decrease in the level of 101 calls and the average time taken to answer the calls.

The PCC iterated the importance of highlighting the good work of the force to the PCP as requested during the precept bid. The CC advised that Nick Smith MP would also need to be updated.

CC

The DCC agreed to provide a detailed report to the PCC in relation to the performance of the social media desk and its impact.

DCC

We were advised there had been an increase in charging outcomes and a decrease in the formation of CPS action plans since the 3rd December 2018 when the digital charging pilot went live. Officers had benefitted significantly by not having to spend a considerable amount of time on the phone awaiting charging decisions from the CPS.

We were informed that the number of detainees in custody had not

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

increased since the re-opening of Ystrad Mynach Police Station. However, the number of arrests had risen from 574 in February 2018 to 793 in January 2019. Blaenau Gwent had seen the highest increase of arrests, particularly in relation to domestic abuse. Officers from Blaenau Gwent had found the re-opening of Ystrad Mynach custody particularly helpful due to the reduction in the length of time taken to travel to Ystrad Mynach as opposed to Newport Central Police Station.

Action

We queried if any progress had been made regarding the implementation of new CCTV within the Ystrad Mynach custody unit and noted consideration was being given a voluntary termination of the Private Finance Initiative contract (PFI).

The implementation of a new enhanced quality CCTV system was being swiftly progressed.

The CC advised that since the introduction of new bail legislation in January 2019, the use of bail had increased consistently in alignment with national trends from 4.9% in February 2018 to 20%.

We noted the new Voluntary Attendance model had been positively received by front line officers and issues with the previous model had been eliminated.

We were advised that it had not been possible to share custody facilities with other Welsh forces previously as they were utilising different systems within their custody units. With the implementation of the new 'Capita' digital interviewing system in March 2019, Gwent Police (GP) would be in a position to share custody facilities with South Wales Police (SWP) at Merthyr Tydfil.

The CC advised us there were national issues regarding the disclosure of evidence to the CPS and training had been taking place in order to improve the service. We noted further national training would be taking place in March 2019, at which GP would be in attendance.

The CC advised us that officers within their probationary period could now be armed with taser. Discussions were taking place between GP and the Police Federation to agree a way forward.

The CC informed us that GP were taking the lead in tackling cybercrime in Southern Wales. A cybercrime initiative had been launched and a cyber safety bus was touring the 22 unitary authorities in Wales to raise awareness of cyber security for individuals, groups and businesses. GP were also leading various initiatives in relation to paedophile hunters.

The CC was pleased that additional funding in relation to human trafficking had been granted by the WG. We were informed that he and the PCC would be presenting at the forthcoming human trafficking conference on 28th March 2019 where police officers from Gwent would be promoting the positive work that had been undertaken by GP and North Wales.

The CC was pleased that the College of Policing had agreed the National Ethics Portfolio which had been led by GP.

The CC advised us that a significant amount of work had been undertaken by the force and 90% compliance had been achieved in relation to Crime Data Integrity, although further improvement was required, having received a 'requires improvement rating' in the most recent HMICFRS inspection.

We were advised that the force were awaiting a report from HMICFRS in relation to the Child Protection Inspection.

There was also currently an inspection taking place in the area of domestic abuse and the CC emphasised the importance of the independent inspection when taking into consideration the history and severity of some of the domestic abuse incidents that had occurred in Gwent in the past.

The CC and PCC thanked the Police Federation and Maria Henry for their support during the precept bidding process by highlighting the issues faced by officers on a daily basis which was gratefully received by the PCP.

The PCC acknowledged the good work that had been undertaken by the force and emphasised the importance of the general public being made aware of what was being done.

ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES

- 5 We noted that item 3b had been deferred to 11th March 2019 for an extraordinary meeting of the SPB to take place in order to scrutinise the Organisational Performance Report.

PROFESSIONAL STANDARDS DEPARTMENT PERFORMANCE REPORT

- 6 We received the PSD performance report for monitoring.

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

The HoPSD advised that a review would be undertaken to ensure the information provided in the IOPC report was included in the performance report in future.

Action

The report incorporated data dating back five years and highlighted that PSD performance had improved significantly. The IOPC Oversight Liaison Officer had reviewed the PSD complaints statistics and advised that current performance was good.

Our attention was drawn to the IOPC upheld appeals and we noted one appeal had been upheld indicating that the public were satisfied with the complaints process.

The report indicated that PSD were an outlier in terms of force local resolution appeals as 56% had been upheld, which was much higher than the national average of 16%. We were advised that the initial criteria being applied to the appeal process was too large and many of the appeals should not have been upheld. The process had since been revised and aligned to the criteria used by other forces.

We appreciated that local resolutions were being resolved within 35 days, less than half of the national average of 72 days and noted that the IOPC had planned to share Gwent processes with other PSD's.

We queried if the core complaint processes were being undertaken within PSD as historically the department had been expensive in comparison to other forces. We were advised that PSD had a lean structure and dedicated officers based within East and West to feedback recommendations for change to the local management team.

We noted that 95% of complaints were recorded within 10 days and that the IOPC had acknowledged that this figure was significantly higher than the national average of 89%.

We were pleased that the average number of days to finalise local investigations had also reduced to 96 days in the last year as opposed to the national average of 154 days. We were advised that BWC had assisted in reducing the amount of time taken to complete local investigations.

We were advised that PSD were an outlier with regards to the level of locally resolved recorded complaints which stood at 27% in comparison to other forces at approximately 49%. This was mainly as a result of recording the complaints from serial complainants as a local investigation rather than a local resolution.

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

We queried why 21% of complainants had declared their ethnicity as being non-white, which appeared high for the demographic of Gwent. We were advised that the national dissatisfaction form had only been embedded for a short period of time and it was not yet clear if the complaints related to serial complainants. We were advised this would be monitored going forward.

Action

We noted that four police officers had resigned, however their complaints would not conclude until fully investigated. This ensured that if necessary the dismissed officers were placed on the barred list and therefore could not apply for roles within other forces. We were informed that future misconduct outcomes would be published on the intranet as well as the internet to provide further transparency going forward.

HoPSD

We noted the Breach Code C allegation outcome had not been included in the report and requested it was added into the next report. It was suggested that a copy of report be sent to CEx prior to the next meeting for review.

HoPSD

We were informed that it had been agreed to share force vetting practices at the All Wales Policing Group. The HoPSD advised that although standardised vetting processes could be shared across the Welsh forces some officers may not be able to transfer to Gwent police, as there were variants in the level of suitability criteria in each force that needed to be taken into consideration. We were advised that approximately 25% of transfer requests were declined which was higher than that of new recruits. We agreed that standard vetting practices could be applied to 'new recruits' across the force as recommended by internal audit however, transferees from other forces would need to meet the expected criteria of individual forces.

COMPLIANCE WITH THE VICTIMS CODE OF PRACTICE

7. We received an update on compliance with the Victims Code of Practice (VCoP) for monitoring.

We were informed the VCoP had been revised in 2015 to broaden the definition of the code to include victims of all offences.

The code identified key entitlements for victims such as the right to special measures, being kept informed about the progress of their case and the use of a 'Victim Personal Statement' to explain the impact of the crime.

We were advised that the General Data Protection Regulation (GDPR) had impacted the sharing of victim information in terms of

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

how consent was obtained, which had brought about a change in force processes.

Action

We were informed the UK Government had recognised that the VCoP was complex and had published their Victims Strategy in September 2018 to ensure the Criminal Justice agencies understood the entitlements of victims.

Gwent Police were in the process of developing a local Victims Strategy; compliance with the code would be monitored by the OPCC.

We noted the CARES platform had been instrumental in reminding officers of many of the elements of the VCoP however, compliance was reliant on officers completing the relevant boxes within the Niche Record Management System. We were informed the CARES platform was under review pending the completion of a review of the Niche templates and as part of the wider Investigation Strategy.

We noted new recruits had received training in relation to the VCoP but no refresher training was being provided. Discussions were taking place with the training department to ensure refresher training would take place going forward.

We were advised that compliance with the VCoP was measured through dip sampling however, the Niche system could not provide the required performance data for the OPCC to monitor compliance. The ACC informed us this issue would be taken into consideration when reviewing the Niche templates.

The ACC assured us that Gwent had dedicated officers providing victim support in key areas such as fatalities, rape and hate crime. Connect Gwent also provided further victim support. All of these support services were to be incorporated into the force Victim Strategy.

We were advised that the journey of a victim was being commissioned by the force to understand issues and obstacles experienced by victims. This would allow refining of processes to take place to enhance the service received.

The DPCC requested a date for commencement of the victims journey work in order to update the Criminal Justice Board. The Restorative Justice Steering Group had developed a Restorative Justice training package which was to be delivered across the force.

ACC

A Victims Care Working Group (VCWG) comprising of officers and

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

staff from various work streams had been established to pinpoint areas within the force that could assist with the delivery of the force Victim Strategy.

Action

The ACC assured us that a review of the force systems was being undertaken to make sure the appropriate mechanisms were put in place to ensure compliance with the VCoP.

We were informed as part of the overall review of victim services, work had commenced at Connect Gwent in order to improve the force referral process to ensure focus was given to victims most in need of support. We noted other forces had expressed an interest in visiting Gwent Police to discuss the work being commissioned to improve their victim services.

We queried if a force decision had been made with regards to a targeted or blanket approach when offering victim support services at Connect Gwent. We received confirmation that a decision had not been made as yet as consideration was to be given to the information provided by the VCWG to ensure the force was complying with the VCoP.

We queried what was being done to assist officers in updating victims of crime as the pilot of Track My Crime in Monmouthshire had highlighted issues with system. We were informed the Digital Services Department (DSD) were reviewing the issues raised and there was still the possibility of using the system should the issues be resolved.

We were advised that further guidance was expected regarding the recommendations within the National Victims Strategy including the possibility of reducing the VCoP and the trailing of Body Worn Video's when taking Victim Personal Statements.

The ACC acknowledged there was an element of risk in meeting compliance until the review of victim services had been completed and suggested an update should be provided earlier than planned.

GO

We queried when the officers would receive training in relation the VCoP and the ACC assured us that it would be included in the forthcoming training plan.

The PCC emphasised the importance of supporting victims of crime and reminded us that support for victims should remain an area of focus as it was one of the priorities within the Police and Crime Plan. He was pleased that work had progressed in this area and further training was to be provided to officers to ensure they were made aware of the impact that all types of crime had on victims and also to

instil that the force were there to provide victims with reassurance and protection.

Action

The DPCC welcomed the training of officers and acknowledged the force commitment in the development of Victim and Survivor engagement work. It was suggested that the 'Victim Voice' should be incorporated within the officers' training.

FINANCE MONITORING REPORT

8. We received the Finance Monitoring Quarterly Report from the ACOR.

The ACOR referred to the first paragraph under 'Risk areas identified' and advised that it should have been removed from the report prior to the meeting and that he would ensure it was amended and redistributed accordingly.

ACOR

The ACOR advised us at quarter three there was a forecast underspend of £217,000 at the year end. In order to balance the budget, the PCP members had suggested the use of the reserve funding to purchase the BWA in the 2018/19 financial year.

We noted there had been an underspend on police officers' salary. This was mainly due to newly appointed officers beginning at the bottom of the spinal pay point as opposed to the midpoint level at which the budget was based and also due to the appointment of the Police Education Qualification Framework (PEQF) students. We were informed that police officer numbers were now at full establishment.

We were advised that there was underspend in relation to the overtime budget. The budget had been set according to the number of resources available throughout the year, taking into consideration annual leave and public holidays. The ACOR informed us that the underspend could possibly be linked to the lack of officers on planned shifts. We were assured the new Global Rostering System (GRS) and electronic time recording system would assist in ensuring there were adequate resources throughout the year going forward.

The ACOR advised there was a projected overspend of £528,000 on premises costs, the majority of which related to additional rate costs for the Operational Training Centre. The force had initiated the appeal process for a review of the costs but it was not expected to conclude until after year end, therefore the additional costs would be reflected within the end of year accounts for 2018/19.

There was a projected overspend on supplies and services. This

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

was mainly due to costs associated with the design and relocation of Police Headquarters, an increase in medical examinations within the custody department and the replacement of police body armour.

Action

We were assured that force cash balances were invested appropriately, usually with public sector organisations, in order to safeguard the delivery of investment interest in alignment with the Treasury Management Strategy. We noted the JAC scrutinised the Treasury Management Strategy annually.

The ACOR reminded us that concerns had been raised regarding the number of unpaid invoices as a result of the challenges presented during the implementation of the Fully Integrated Resource Management System (FIRMS) in 2016. We acknowledged there had been significant improvement in the debt recovery process and were advised that the remaining outstanding debts were not considered a risk as the majority of the debtors were public sector bodies.

In terms of creditors, there had been a substantial improvement in the total creditors from £5,592k at quarter one decreasing to £1,380k by the 31st of December 2018. The average number of days to pay invoices had also dropped to the expected public sector target of 30 days. The ACOR reassured us the majority of the issues with the FIRMS system had been resolved.

One of the challenges brought about during the FIRMS implementation was the duplication of 140 payments due to the system inadvertently retaining the payments, which were then paid manually and later released again by the system. Three quarters of the outstanding payments had been recovered to date, leaving 88 remaining payments, amounting to £307,000, 13 of which equated to £211,000. We were advised the finance team were focussing on recovering the larger amounts throughout March 2019 and we were assured the recovery of the remaining outstanding payments would continue to its conclusion.

We noted there had been a delay regarding the delivery of the Monmouth Hub project and the building of the new Police Headquarters which had impacted the on the initial budget.

Our attention was drawn to reserve funding held by the PCC's office. We were advised that the CFO reported usage and allocation of the reserves to the Home Office on an annual basis. To date the useable reserves stood at £57,866k. We noted the main draw down on reserves was in relation to the delivery of the new Headquarters.

The ACOR informed us as year-end was approaching there was an element of risk associated with claiming costs in relation to force collaborative activities. The forecast full year cost of collaborative activities was dependent on the accurate distribution of the costs between the four Welsh forces. However, we were assured that arrangements had been put in place and the force were working with the other forces, predominantly, SWP to ensure the cost reporting was accurate and timely.

The PCC thanked the ACOR for clarifying the force position in relation to the projected underspend confirming it was committed expenditure for the purchase of BWA and suggested in future reports, the specific reason for any underspend should be made clear to assure the public that the budget balanced and the precept proposal was accurate.

The PCC also thanked the ACOR for his explanation regarding the recovery of the duplicate payments and sought further assurance that the issue would not happen again. The ACOR explained the matter had been discussed at length at the JAC meetings and the issues with the FIRMS system had been rectified nine months ago which had enabled the finance team to process the invoices within the 30 day target. Internal audit had recently undertaken an audit of the finance department and identified two small duplicate payments had been made to a supplier and its subsidiary company in error within the last 12 months. We were assured the relevant processes had since been put in place as recommended by the auditors in order to prevent future duplication going forward.

We referred to £875,000 costs for force agency staff and acknowledged the costs was largely due to the appointment of agency support officers within the Major Incident Team. We were advised that further work was being undertaken to reduce the agency costs incurred by undertaking force departmental reviews.

APPROVAL OF THE ASSET MANAGEMENT STRATEGY 2018/19

9. We received the Asset Management Strategy from the ACOR for approval.

We were reminded that the PCC had responsibility for approving the overall framework of accountability and control in relation to asset management as detailed in the Manual of Corporate Governance, paragraph 1.1.4.

The Asset Management Strategy provided the overarching framework from which the following strategies were developed:

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

- Estate;
- Vehicle Fleet;
- ICT; and
- Procurement.

Action

The strategy had been increased to cover a three year period to ensure that the PCC's assets produced value for money; it also aimed to support the planning process by facilitating the allocation of resources in order to meet his priorities.

We noted asset reviews were undertaken throughout the year in order to safeguard force assets and to ascertain asset stock levels. This was supported by the external audit review as part of the annual accounts process.

We noted governance arrangements had been put in place to aid the decision making process in relation to the distribution and resourcing of assets. A borrowing requirement was expected due to the magnitude of the estates plan which included the new Hub and Spokes Model and the development of the new Police Headquarters.

We were advised that a value for money business case had been presented in respect of the Private Finance Initiative (PFI) contract and there was an expected voluntary termination of the contract in the near future.

We were informed that collaboration and sustainability presented future planning issues for the force and the sharing of assets with other forces was taken into consideration to ensure resources were being used effectively and efficiently. For instance, consideration was being given to the sharing of a joint firearms range in South Wales. In order to ensure sustainability, travel plans relating to the new Headquarters were also being reviewed.

The CFO recommended the PCC approve the amendments to the Asset Management Strategy for 2018/19 by means of the box day decision making process.

HoAC

ANNUAL REVIEW OF MANUAL OF CORPORATE GOVERNANCE

10. We received the annual review of the Manual of Corporate Governance (MoCG) for approval.
We were advised that a meeting had taken place between the CEx, CFO, ACOR HoAC and joint legal services to review the MoCG in order to make the necessary changes in accordance with statutory guidance and good working practices. The proposed changes had been presented to the Strategic Planning Group (SPG) in February

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

2019 to consider if any additional changes needed to be incorporated. **Action**

The CFO advised us that good corporate governance principals had been incorporated within the MoCG and the document had also been amended to meet GDPR requirements. We noted the Financial Management Code of Practice (FMCoP) had remained unchanged following a review. The JAC ToR had also been refined to reflect the changes within the MoCG.

We noted that JAC had considered and recommended the proposed amendments for approval by the PCC and the CC.

The PCC and CC agreed to approve the amendments to the MoCG for 2019/20.

We agreed it would be beneficial for the chief police officers to receive a briefing on the changes to the MoCG.

CEx

EXCLUSION OF PRESS AND PUBLIC

11. The information contained in the report(s) below has been subjected to the requirements of the Freedom of Information Act 2000, Data Protection Act 1998 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, 13TH DECEMBER 2018

12. We received and noted the draft minutes of the JAC held on 13th December 2018.

The CFO advised us that a decision had been made to utilise the same internal audit provider across all four Welsh forces. The existing internal audit supplier was the only organisation to submit a tender during the recent tender process. The bid was successful and they had been awarded a 2 year contract. We noted there were issues raised with regards to a decline in service provision in other forces. The CFO and ACOR assured us that we were receiving a value for money service and had not encountered any problems with service provision; contract monitoring processes had been put in place in order to maintain that level of service.

We were advised the internal auditors had recently focussed on the lessons learned from the previous year end accounts and the actions resulting from the process had been completed by the finance team to ensure a smooth closure of the forthcoming end of year accounts. The CFO informed us the JAC were satisfied that

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

sufficient progress had been made with regards to the lessons learned end of year accounts closure plan. **Action**

The CFO advised us the JAC had raised concerns regarding the high level of risk relating to children being held in police custody and that it had been agreed to raise this issue at the G10 meeting for review.

JOINT RISK REGISTER

13. We received and monitored the Joint Risk Register.

The DCC assured us the risk in relation to storage of digital evidence was being prioritised and a solution was expected within the next six weeks.

We were informed in order to improve existing services in relation to children being held in custody, the force were scoping the position across the four Welsh forces. The information gathered between forces was to be reviewed by the All Wales Policing Board (AWPB) and the SPB.

The DCC referred the high level of risk associated with the shared joint scientific support unit with SWP. We were assured that work was progressing in order to meet the required codes of conduct, practice and International Standards Organisation (ISO) 17020 as stipulated by the Forensic Science Regulator. We noted Dyfed Powys Police could provide contingency cover during the process should it be required.

We were advised that absence levels had increased and supervisors were to receive guidance on the force absence policy in relation to the management of medium and long term sickness absence, although we noted this area of absence had recently seen a slight decrease.

The DCC informed us that the school liaison project had received support from the First Minister of Wales and the AWPB. Chief Officers were engaging with the WG in respect of the continuation of funding to support the project.

ORAL UPDATE ON COLLABORATIVE PROJECTS – GWENT PERFORMANCE

14. The DCC informed us that a 12 month force collaborative programme was in the process of being developed.

We were advised in order to form closer local agency partnership

**File classification: SWYDDOGOL-DIM ANGEN MARC OFFICIAL -
NO MARKING**

links, the ACC would be working with local authorities and health boards within Gwent to identify any opportunities for collaborative partnership working. We noted that the Caerphilly local authority had also agreed for a member of their own team to work with the force, mainly in the area of mental health, in order to detect further partnership opportunities.

Action

The DCC emphasised the importance of maintaining the positive working relationships within the AWPB to enable the Welsh forces to work collectively to implement joint collaborative projects such as the vast digital policing agenda. We were advised that delays in the implementation of national projects had impacted on the projected time and cost of the implementation of collaborative projects in Wales.

The DCC suggested SPB should receive a formal presentation from ACC Jonathan Drake on the regional collaborative projects.

DCC

The PCC thanked the DCC for her summary and suggested the ACC could benefit from linking in with the G10 group regarding the collaborative work she was undertaking with the local authorities.

ANY OTHER BUSINESS

15. We noted the PCC had deferred the Organisational Performance Report in order for additional work to be completed in preparation for the PCP on 29th March 2019. An extraordinary meeting would take place on the 11th March 2019 in order to scrutinise the report.

TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING

16. There were no risks arising from this meeting.

The meeting concluded at 12.35pm