

OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT
STRATEGY AND PERFORMANCE BOARD
7th June 2022

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)
Mr S Slater – Head of Strategy (HoS)
Mrs R Davies – Principal Finance and Commissioning Manager (PFCM)
Mrs J Regan – Head of Assurance and Compliance (HoAC)
Mr R Guest - Head of Communications and Engagement (HoCE)
Mrs N Warren – Governance Officer (GO)

Office of the Chief Constable (OCC)
Ms P Kelly – Chief Constable (CC)
Mr N Stephens – Assistant Chief Officer, Resources (ACOR)
Mr M Hobrough - Assistant Chief Constable (ACC)
Mr N McLain – Chief Superintendent – Head of Continuous Improvement (HoCI)
Mr S Payne – Head of Professional Standards Department (HoPSD)
Ms N Wesson - Head of Corporate Communications (HoCC)
Mrs N Brennan - Assistant Director and Head of Joint Legal Services (HoJLS)
Mrs S Connolly - Head of People Services (HoPS)

Staff Associations
Ms J Everson – Unison (UN)
Mr C Back - Police Federation (PF)

The meeting commenced at 9:00am at the new Police Headquarters and online via Teams.

The PCC congratulated the CC for being awarded the Queens Policing Medal.

1. <u>APOLOGIES</u>	Action
Apologies for absence were received from Mrs A Blakeman, Deputy Chief Constable, Mrs N Brain, Det/Ch/Superintendent, Head of Crime and First Point of Contact, Chief Superintendent Ian Roberts, Local Policing Area West and Specialist Operations, Chief Superintendent T Harding, Local Policing Area East and First Point of Contact, Mr M Edwards, Staff Officer and Mrs L Davies, Unison.	
2. <u>MINUTES</u>	

<p>We received and confirmed the minutes of the meeting held on the 2nd March 2022.</p> <p>We noted the following amendment: Page 1, Apologies, Mr M Hoborough should read Mr M Hobrough</p>	<p>Action</p> <p>GO</p>
<p>3. <u>ACTIONS</u></p>	
<p>We received and noted the actions from the meeting held on the 2nd March 2022.</p> <p>Action 8, 1st September 2021 Fleet Management Annual Strategy Annual Report 202/21. The PCC referred to the All Wales Fleet Data Comparison document and requested clarity regarding the number of motorbikes in Gwent, as the numbers appeared low in comparison to 43 in South Wales Police (SWP). The ACOR confirmed the number of motorbikes in Gwent had reduced to 6 following a review of Roads Policing Services in 2016 which had subsequently risen to 9. The CC confirmed the number of vehicles was proportionate for Gwent, given the smaller number of VIP visits when compared to those in SWP. However, we were assured that numbers would be monitored going forward.</p> <p>The PCC asked what the cost implications were of outsourcing vehicle jobs to external companies if the inhouse workshop was unable to complete some of the work. The ACOR confirmed the document contained the costs for all external jobs including warranty vehicles and body work repair jobs that needed to be completed or re-done, if not completed as expected. During 2021, some of the vehicles had to be sent to local garages for the work to be completed as staffing levels had reduced due to covid. The ACOR agreed to provide further analysis as Gwent had a higher number of repair jobs than SWP although their fleet was smaller. The CC suggested that additional analysis could be provided in relation to the data analysis boxes within fleet vehicles. There was also a requirement to review the Fleet Department as a whole following the impact of covid.</p>	<p>ACOR</p>
<p>4. <u>UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS</u></p>	
<p>We were referred to the 7 key strategic principles within the Force's Violence Against Women and Girls (VAWG) Strategy and the CC explained the Force had been focussing on this area of work, particularly since the introduction of the Welsh Government (WG) VAWG Strategy over 4 years ago. Over the last two quarters public confidence and reporting in this area had increased and was higher amongst women than in other areas of the community. The CC advised that the data could be shared with the OPCC if required.</p> <p>The National Police Chiefs' Council (NPCC) VAWG Strategy focussed on areas such as Abuse of Power, Trust and Position within Forces. Gwent had undertaken a significant amount of work to raise awareness in this area, resulting in an increase of reporting, particularly through the use of the</p>	<p>CC</p>

confidential reporting number Safecall. This has enabled the appropriate action to be taken by the Force.

Action

The CC explained that focus was very much partnership based and the Force were working closely with the WG and the NPCC.

The CC assured us that the VAWG agenda was a priority for the Force, particularly in the areas of violent crime, and prevention of homicide with an estimated 1.6m women having experienced domestic abuse in the 12 months to March 2020 in the UK.

There were 7468 victims of domestic abuse and 404 victims of rape in Gwent in the 12 months to November 2021.

We were assured the Force monitors the VAWG Framework, multi-agency protocols and the Strategy through various governance boards.

We noted that Superintendent Leanne Brustad from Gwent has been seconded to lead on the VAWG Strategy for Wales.

The CC thanked the PCC for supporting the Force in relation to bidding for Op Soteria, as Gwent had been selected for investment funding for tackling sexual assault. Although the Force have invested over £250k in the Victim's Hub to support victims in the last 18 months, ensuring swifter criminal justice outcomes for victims remained one of the biggest challenges for the Force. A new Domestic Abuse Case File Pilot Team had already been established and performance in this area had increased as a result of files being submitted to court at the earliest opportunity. However, the CC acknowledged there was more work to do to further improve the service for victims.

The PCC asked where the Force were expecting to be in 3 years time in terms of successful outcomes as a result of existing policy and how this could be measured in a form that could be presented to the Police and Crime Panel (PCP). The CC explained the key areas of focus:

- A Victims Reference Group had been established to provide feedback from victims on the service they were receiving from the Force in terms of the VAWG agenda to build on what the Force had already learnt
- A Scrutiny Group had been developed with the Crown Prosecution Service (CPS) on rape, domestic abuse and sexual assault to ensure good practice could be informed through reviewing these cases.
- An analysis of the impact of the successful Safer Streets funding
- Continuation of public confidence and victim satisfaction monitoring
- To increase reporting further in relation to domestic abuse, rape and sexual assault and swifter outcomes through the Criminal Justice System
- To review commissioning services with the OPCC, particularly in the areas of children and young people and perpetrator programmes in order to reduce the risk to victims.

<ul style="list-style-type: none"> • To continue to contribute to the national debate in relation to the recording of misogyny as a crime, of which the CC is in favour. <p>The ACC advised us that an Investigation Board was being developed to review these types of investigations, at which the key performance metrics would form part of the agenda for monitoring, mapping from the point of reporting through to the successful conviction in Court over the 3 year period.</p> <p>The DPCC advised us that having worked closely with the Force on VAWG it was highly evident that the Force were committed and focussed on the tackling violence against VAWG and highlighted the importance of ensuring the Strategy was aligned with the developments of both the WG and the NPCC Strategies which had recently been published, as the existing Force Strategy predated some of these developments. The DPCC also suggested that the work undertaken by the Chief Officer Team should be included within future reports, particularly given the significant amount of work that has taken place to reach front line officers in order to provide the CC's expectations with regards to ethics, values and on the Abuse of Trust or Position.</p> <p>The DPCC asked how this cultural change could be sustained going forward to ensure people continue to feel confident that they would be supported should they report an incident of Abuse of Power.</p> <p>The CC confirmed that every member of the Force, including staff and volunteers had been spoken to, to ensure they were aware of her expectations.</p> <p>The DPCC advised us that the OPCC were working with the Force and Welsh Women's Aid to review the impact of VAWG, domestic abuse and sexual violence against children and this was nearing completion. Although the Force operate an Operation Encompass initiative, which ensures educational authorities are made aware of children involved in domestic abuse at home. It was expected that the review would highlight there were still gaps in service provision to prevent issues such as peer to peer sexual abuse in educational establishments.</p>	<p>Action</p>
<p><u>5. ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES – QUARTER FOUR 2021-22</u></p>	
<p>We received the organisational performance report against the Police and Crime Plan (the Plan) Priorities for quarter four 2021-22.</p> <p>The HoCI confirmed that the following quarter 1 report would be aligned to the new Police and Crime Plan.</p> <p>Compliance with crime recording rules had increased to 90% in the January National Crime Recording Standards (NCRS) audit, an increase of 8% in comparison to the audit in October 2021/22. This was primarily due to a greater proportion of crimes being reported more accurately.</p>	

Overall, 4.4% less crimes had been recorded in 2021/22 compared to the pre-covid year 2019/20. It was difficult to make comparisons to the previous year due to the impact of covid on crime levels. The crime categories that had seen an increase were in areas such as public order, violence and criminal damage as expected, which could be attributed to the improvement in crime recording, and these were crimes that were suppressed during the covid lockdown.

Action

There had been an increase in crime in Gwent compared to their Most Similar Forces (MSF) and although the increase in Gwent was 13%, it was lower than the national average increase in crime of 15% in 2021/22 financial year (FY).

The Force were 14th nationally out of 43 Forces in terms of crime density with 88 crimes per 1000 people. However, Gwent were the second best performing Force locally in Forces that were more similar in terms of their crime density levels.

The Force were 23rd nationally out of 43 Forces in relation to the number of overall criminal justice outcomes and 6th out of 8 in local Forces. The Force acknowledged there was more work to do in this area.

Females are victims of more crimes than males in terms of violence and the Force had increased their arrest rate for these types of crimes. The report showed a continual increase in the number of rape incidents being reported over the last 6 quarters, although Gwent were 36th nationally out of 43 Forces, the increase indicated there was an increase in public confidence to report this type of crime. The Force were 19th nationally out of 43 Forces with just under 5% positive outcome rate. The Force acknowledged there was more work to do and the recent Operation Soteria investment in this area and introduction of the Rape and Serious Sexual Offences (RASSO) Plan should improve performance further.

There was an increase in domestic crime of 10% as expected, which could be attributed to improved recording of these types of incidents.

The Force acknowledged there was more work to do in the areas of criminal damage and arson and plans had been developed to tackle the issue over the next year.

The number of hate crimes had increased by 70.8% this financial year compared to quarter 4 of 2021/21. This was not dissimilar to VAWG, where there had been an increase in public confidence to report this type of crime as the data was being captured at first point of contact and recording of crimes had improved.

Timeliness of investigations was monitored nationally through Force Scorecards and a recent report confirmed Gwent as being a median Force.

The number of Stop Searches decreased by 60% in the last FY. The Race Disproportionality Rate (RDR) had fallen to 2.3% and the positive Find Rate

had increased by 10% indicating that offenders were being targeted more efficiently and the use of Stop Searches was being conducted appropriately.

Action

There had been significant 101 call demand into the Force Control Room (FCR) seeing a 7% increase this FY; this could be attributed to the Force increasing accessibility for the public to contact the Force including the use of social media and email etc. Although the changes were implemented to manage demand, it had increased as opposed to a shift in the channels used to report incidents. This had resulted in an increase in abandoned call levels of 33% with an average wait time of 5 1/2 minutes, which was not dissimilar to most other Forces in the UK. There had also been a 20% increase in 999 demand when compared to the previous FY. As with the aforementioned Timeliness of Investigations, timeliness of 999 calls was also monitored through the National Scorecard process. There was an expectation for Forces to answer 90% of 999 calls within 10 seconds. However, there was only one Force who had achieved this. Gwent currently stood at 87.6% and we were assured the remaining calls were answered within a few seconds after that.

The Force were on target with regards to recruiting the required number of officers in order to meet the UK Government's Operation Uplift programme specification. There are 3.4% of officers from an ethnic minority background in Force and the current census states a 3.9% ethnic population for this area. Although the numbers have increased the Force acknowledged there was further work to do to increase representation in the police staff sector of the organisation.

Following a discussion, it was agreed that the HoS and HoCI would review the format of the Organisational Performance Report to ensure it was aligned with the new priorities within the New Police and Crime Plan and also to incorporate the narrative from the Chief Constable's Update Report.

**HoS/
HoCI**

The PCC requested information on how the Force were progressing in the use of community resolution or if there were any concerns with its use. The HoCI informed us that the Force were 41st nationally out of 43 Forces for the use of community resolutions over 12 months ago. However, the use of community resolution had increased this year and the Force were now 22nd nationally out of 43 Forces. It was used for various crime types, although shop lifting had been identified as an area requiring further focus by the Force, which should further increase positive outcomes in this area.

The PCC referred to the monitoring of 999 calls and 101 in the near future and asked if Force systems would be able to provide the required information to the Government for the national league tables in order to conform with the requirements of the Beating Crime Plan.

The HoCI explained that the Government would need to use the data provided by British Telecom in relation to 999 calls, although the Force would need to provide a rationale in relation to some of the calls due to calls being diverted from another Force, for example calls overflowed to Gwent from SWP if all of their 999 operators were busy and vice versa through a buddying system.

There were tools in place to obtain the 101 data. The Force were also implementing new technology in the Force Control Room (FCR) this FY which should help the Force manage demand more efficiently.

Action

The DPCC acknowledged the good work in relation to the RDR for Stop Searches and asked if disproportionality rates were being reviewed in other areas such as arrest, bail or voluntary attendance in order that assurance can be provided to our communities. The HoCI confirmed that the work in relation to Stop Search had been widened and agreed that further RDR reviews needed to be undertaken in relation to internal processes within criminal justice including arrests, outcomes and searches within Custody, with which the Independent Advisory Group (IAG) could provide assistance. The DPCC suggested the Youth Offending Services should also form part of the disproportionality rate reviews and the CC agreed this should be taken forward in addition to the existing work that has been undertaken in this area.

CC

The CC raised concerns regarding the significant level of demand being placed on the Force of between 5 to 10% of the workforce having to attend Accident and Emergency (AE) due to pressures on other emergency services such as the Ambulance Service. The CC explained that she was working with the OPCC and others such as the Joint Emergency Services Group to monitor the impact on Force performance. The calls being received by the Force to attend emergencies was having a substantial impact on Force performance when officers were having to wait with members of the public for ambulances to arrive. This had also affected officers due a higher number of referrals being made to the Independent Office of Police Conduct (IOPC), as a result of officers being present during the death of a member of public. The CC emphasised the importance of tackling this issue as the impact could not continue as officers should be able to carry on with their jobs and not be waiting for a long period of time with members of the public for ambulances or at A&E.

In light of the current economic situation and the rise in the cost of living, the DPCC asked if the CC could foresee any challenges in terms of performance for the Force and whether there were any plans in place to tackle any potential issues. The CC advised us that she anticipated there may be an increase in fraud, online scams and safeguarding referrals. The CC assured us these concerns were being communicated to the Front Line to be vigilant in order to identify neglect or concerns as a result of the cost of living. The CC advised us that the cost of living crisis was not an opportunity to criminalise those who were struggling and it was part of the broader wellbeing plan, a partnership issue, and this should be communicated to the communities.

The DPCC asked what impact the cost of living crisis was having on the Force. The CC advised us that she was working closely with the People Services Department, Police Federation and Unison on this issue. Wellbeing workshops had been introduced and a 'White goods' scheme had been launched where electrical items could be purchased without officers and staff having to go into debt. Officers and staff had also been able to speak directly

<p>with the CC at her Roadshows about any financial issues they had. The Agile Working Policy also assisted employees in saving fuel costs by enabling home working several days a week. The Force also try to post new officers on their starting salary close to home to help with travel costs. The CC informed us she and other Chief Officers within the Police Staff Council had been pushing for fair pay for the lowest earning officers and staff. Data on the impact of low salaries within the organisation was being submitted to the Home Secretary including narrative on the difficulty in retaining staff.</p> <p>The PF agreed that staff were well aware of the wellbeing agenda within the Force and confirmed that they had attended the CC roadshows and been part of the conversation whereby the CC explained to officers and staff that they would not be penalised if they came forward to advise that they were struggling financially, as there was help and support available. The PF confirmed that the low starting salary was deterring Police Community Support Officers and other staff from becoming police officers.</p> <p>Unison informed us that they had fed back the impact of the cost of living on officers and staff to the CC and believed this information would be used to try to obtain funding to improve the issue. Unison confirmed the cost of living was impacting on staff at various pay scale levels. The level of capacity within the FCR was a concern for Unison as the numbers had remained lower than required over a long period of time. A review of the First Point of Contact was to be undertaken and it was suggested that the Force may wish to consider adaptations of agile working in this area and different roles or part time options to enable more flexibility for the staff. This could be considered across the board in order to retain employees as competition was stiff. The PCC thanked Unison and PF for their feedback and welcomed any further comment on the impact the cost of living was having on employees or initiatives that could improve the situation.</p>	<p>Action</p>
<p>6. <u>THE FORCE DELIVERY PLAN 2022-23</u></p>	
<p>We received the Force Delivery Plan 2022-23.</p> <p>We were informed that the Force were monitoring performance against the 11 key areas within the report and improvements had been made in all areas. The key areas in the plan were discussed at all staff levels through a thorough engagement progress and consultation. Each of the areas was monitored through relevant governance boards.</p> <p>The PCC asked that the report be supplemented with a more detailed report on proposed outcomes and that any future reports be better aligned to the priorities and commitments within the new Police and Crime Plan.</p> <p>We noted the following amendments within the report:</p>	<p>CC</p>

<ul style="list-style-type: none"> • Page 3, second paragraph, states 'It is also intended to provide the necessary reassurance to the Police and Crime Commission of the forces' and it should read 'It is also intended to provide the necessary reassurance to the Police and Crime Commissioner of the force's' • Page 3, third paragraph, states 'the force provides its service within a budget of £130million' should read states 'the force provides its service within a budget of £156 million' • Page 4, 3.11, requires updating as the Covid Recovery Board is functioning already. <p>The PCC sought assurance that the Force were in a position to meet the requirements of the Force Delivery Plan.</p> <p>The HoCI informed us the Force had a clear Strategy in place and were focussing on keeping people safe, raising public confidence, ensuring the appropriate culture was embedded within the Force, ensuring criminal justice processes were fair, ensuring staff were treated fairly, continuing the Greener Gwent Strategy for sustainable policing such as the new Headquarters build and focussing on serious crime.</p> <p>The CC advised us that there was more work to do in the area of Equality and Inclusion in terms of leadership. A Welsh Anti-Racist Strategy and Action plan had been launched today in addition to the existing NPCC National Anti-Racist Action Plan of which the CC was involved. Although progress had been made within our communities, the CC emphasised the importance of sustaining focus for the Force.</p> <p>Operation Uplift remained a challenge going forward, although the target had been met so far, the final phase required further officer numbers to be recruited in order to obtain the full specified requirement or, if possible beyond, in order to achieve the additional financial incentive of £20k per officer from the UK Government. The Force had invested in outreach workers to form cohesive relationships in ethnic minority communities in order to encourage people to join the Force to increase representation.</p> <p>The CC stated that technological ambition also presented a challenge for the Force and careful consideration needed to be given to any future ambition.</p> <p>The Force were working with Blue Light Commercial and had employed sustainability specialists to support their sustainability of policing agenda. However, the CC suggested there needed to be a more robust sustainability plan in this area.</p>	<p>Action</p> <p>HoCI</p> <p>HoCI</p> <p>HoCI</p>
<p><u>7. PROFESSIONAL STANDARDS PERFORMANCE REPORT QUARTER FOUR 2021-22</u></p>	
<p>We received and noted the Professional Standards Performance Report Quarter 4, 2021-22.</p>	

The HoPSD advised there was a good working relationship between the OPCC and Professional Standards Department (PSD) when dealing with reviews. The CEx explained that results were improving due the feedback between both organisations.

Action

There was a review of PSD being undertaken with the outcome being presented to the Service Improvement Board (SIB) in 2022, in order to futureproof the department in terms of its demand levels.

The following key points were highlighted:

Non schedule 3 recording was used for complaints and dissatisfaction that could be dealt with swiftly via remedial action. Data integrity recording had improved in this area, particularly over the last 2 quarters highlighting the action taken in relation to complaints.

There was a downward trend in complaints relating to the use of impolite language, unprofessional attitude and disrespect by front line officers.

There was a high national trend of complaints relating to Stop Search and this was not the case in Gwent.

There were no issues with disproportionality in relation to ethnicity when making complaints. PSD were focussing on increasing data integrity in this area, there were instances where ethnicity was not stated. This was a national issue that was under review.

The number of live complaints stood at 41 complaints at the time of reporting, many of which were complex. The force were at the top of their field in terms of timeliness of complaint handling. The number of complaints had stabilised to pre-covid figures.

There had been rise in conduct complaints both internally and externally, particularly in relation to VAWG and this could be attributed to increased confidence to report issues through awareness raising by the Chief Officers and PSD.

The new regulations in 2020 were geared towards learning and reflective practice. Although some complaints could be deferred, conduct in reference to VAWG issues were not suitable for reflective practice. Reporting had increased across UK forces.

There was a national issue with availability of Legally Qualified Chairs to chair hearings. There were a number due to take place in Gwent and the force were unsure as to how this would impact on them as yet.

The new dedicated Detective Inspector in PSD had assisted the department in managing the increased demand of conduct cases and counter corruption cases.

<p>PSD continually review potential risks and intervention techniques and their good practice had been shared with other forces.</p> <p>There were 5 live investigations with the IOPC.</p> <p>The HoPSD thanked the Vetting Department for managing their high demand, considering the increased numbers to process due to Operation Uplift and the additional processes that had to be incorporated such as social media elements.</p> <p>There had been no issues of disproportionality in relation to vetting refusal rates and the introduction of the Vetting Appeals Panel consisting of some independent IAG members provided assurance that processes were being conducted fairly.</p> <p>The Force were scoping the role of an internally focused Victim Support and Engagement Officer to support victims given the increased reporting of VAWG and sexual misconduct.</p> <p>A complaints satisfaction survey had been developed to ascertain complainants' views on the complaints process. It was agreed that the force would link in with the OPCC with regards to the satisfaction survey.</p>	<p>Action</p>
<p>The PCC noted there were low numbers of complaints from those with protected characteristics, particularly those with a disability and asked if the figures were accurate. The HoPSD confirmed the figures were accurate and were not dissimilar to national comparisons. There was a national issue with how the Centurion software used to record complaints was used, which was being followed up.</p>	<p>HoPSD</p>
<p>The PCC noted there was a missing heading on the cases finalised in quarter 4 table on page 8. The HoPSD agreed to provide the information to the GO.</p> <p>As the Independent Office of Police Conduct (IOPC) had not yet published their national performance complaint data for forces, the CEx asked the HoPSD how Gwent compared to other forces. The HoPSD advised that Gwent were in a good position. The IOPC data was expected at the end of the month.</p> <p>The CC raised concerns that the delay in some cases investigated by the IOPC had impacted on public confidence and if dealt with more swiftly could have reduced tensions for the families involved, with which the PCC concurred.</p>	<p>HoPSD</p>
<p>8. <u>DATA QUALITY OF CRIMES AND INCIDENTS BI-ANNUAL REPORT</u></p>	
<p>We received the Data Quality of Crimes and Incidents Bi-Annual Report.</p>	

<p>The HoCI reiterated that following the NCRS Audit this year, a 90% CDI compliance rate was achieved. This was a significant improvement when compared to 80% 2 years ago. There had been a number of changes undertaken that had driven the improvement, including the Force Crime Registrar moving into the Continuous Improvement Department, as this has assisted in reducing operational pressures. There had been changes made in relation to how the CDI Team reviewed CDI; shift patterns had been changed and daily management meetings took place to ensure all incidents were captured. The Force had also provided training to all relevant staff on CDI through Force training days.</p> <p>The outcomes applied to crime on closure was also audited and the accuracy of the outcome had improved from 88% in January/March to 2021 to 94% in January 2022.</p> <p>Good practice was shared amongst forces at the Crime Recording Meeting.</p> <p>The Force were in the process of recruiting a Deputy Force Registrar to assist with the strategic work. The FPoC Team would also provide support.</p> <p>The PCC referred to the areas for improvement (AFI) recommended by the Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) on page 3 and asked why there was not a response to the 4th element regarding the collection of diversity information from crime victims. The HoCI confirmed this was not a Force specific issue as there was a national issue for all Forces in how this information was captured using the Force Niche Crime Recording system. However, the Victim Care Unit obtained the information from victims.</p> <p>The PCC sought assurance that the Force were in a good position in relation to the ensuring the recommendations had been implemented and the next HMICFRS Inspection rating would have improved. The HoCI advised us that he was anticipating that the Inspection outcome would have improved to satisfactory in this area, given progress made so far.</p>	<p>Action</p>
<p>We agreed to take item 3h next.</p>	
<p>9. <u>PEOPLE SERVICES STRATEGY 2022-2025</u></p>	
<p>We received a presentation on the People Services Strategy 2022-2025</p> <p>The HoPS informed us that there was a detailed action plan that underpinned the strategies within the People Services Department.</p> <p>The People Services Strategy sets out the foundations of how the workforce would meet the challenges of modern policing reflecting the PCC's Police and Crime Plan and the CC's Force Delivery Plan.</p> <p>The following key areas were highlighted:</p>	

<p>undertaking of reviews to test the effectiveness of the governance arrangements.</p> <p>The AGS had been published with the Draft Accounts. The audit opinions of Internal auditors TIAA and Torfaen County Borough Council (TCBC) have subsequently been received and the AGS would be completed following receipt of the opinion of the Joint Audit Committee Annual Report in readiness for the finalisation of the Accounts at the end of July 2022.</p> <p>The effectiveness of governance arrangements 2021/22 were assessed against the extended Nolan Principles and the Financial Management Code of Practice on financial resilience (FMCP). There were 2 actions outstanding in relation to the Nolan Principles and 4 on the FMCP and no new findings this year. Plans were underway to progress the remaining actions including the rollout of departmental plans, assessment of the impact of ethical training, financial training for non-financial budget holders relating to a Business Partner regime, delivery of Chartered Institute of Public Finance and Accountancy (CIPFA) financial resilience toolkit and the development of an improved Force Financial Reporting Pack.</p> <p>The DPCC requested JLS provided an opinion in terms of the AGS. The HoJLS informed us that although there was no national template for the AGS, there was National Audit Office Guidance and also guidance for Governmental bodies on internal controls. The International Good Governance Standards also formed part of the AGS process. The AGS format had been approved without comment by Audit Wales (AW) for the past few years and therefore they were satisfied with the process undertaken and the internal control of governance.</p> <p>The CFO thanked the Senior Accountant and Head of Finance for their hard work this year. The Draft Accounts had been published by the statutory deadline 31st May 2022 and the working papers had been forwarded to AW on the 31st May. This was a stepped improvement compared to previous years and AW were able to commence their audit of the accounts on the 1st June 2022.</p> <p>The CIPFA Big Red Button software used to transfer accounting information from Force software into the Accounts format had been decommissioned. However, as the Finance Team were involved in its development, they were able to use their knowledge to develop a template to map the required accounts data to the template.</p> <p>There was a positive interim audit in February and the Chief Finance Officers had received positive feedback from Audit Wales (AW) and there were no elements of concern raised.</p> <p>It was expected that the finalised accounts would be signed off by the secondary statutory deadline of 31st July 2021 for publication of the accounts.</p>	<p>Action</p>
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<p>There was a £4m underspend by quarter 4 prior to the transfer to the reserves fund. The underspend was primarily a consequence of the impact of the Operation Uplift programme; there was an underspend on pay due to officers and staff being recruited using a phased approach and the funding being received in advance. In addition, Covid affected service productivity, the delivery of Capital and Revenue Programmes and caused issues with supply chains.</p> <p>There were £42m of reserves at the beginning of the financial year. However, £19m of reserves were utilised, mainly in relation to the comprehensive capital programme and there was £10m transferred to reserves resulting in a balance of £33m at year end and a reduction in reserves of £8.5m. Discussions had been held regarding the best use of reserves through the budget setting process to ensure there were sufficient reserves in order to meet the Force's aspirations for the capital programme, maintenance of fleet and upgrading technology.</p>	<p>Action</p>
<p>The ACOR advised us there were two dates requiring amendment within the report on page 3, paragraph 3.5 and page 8, paragraph 3.3.7 and agreed to amend accordingly and to forward a revised copy to the GO for publication.</p> <p>The PCC sought assurance that any of the £4m reserves were not a result of funding obtained through precept funding.</p> <p>The CFO explained there was a forecast £4.6m underspend during the precept bid in January for the reasons mentioned previously by the ACOR.</p> <p>There was a further spend of £0.5m at year end involving a number of facets, particularly collaboration fees with other Forces. The CFO sought assurance on the level of progress being made in this area. The ACOR informed us the Force attended a monthly meeting with the SWP Collaboration and Finance Teams to understand how the spend was progressing. The change at year end included other aspects that were monitored throughout the course of the year such as capital expenditure and other elements of revenue being re-charged from other budgets.</p> <p>The CFO highlighted the significant recovery of £183k by the JLS Team and the Finance Department in relation to monies for insurance work on damaged vehicles.</p> <p>The CFO referred to the expected reduction in the Custody Medical Contract costs for 2021/22 and queried if it was relating to a reduction in demand. The ACOR confirmed the Doctors on call model was changed 18 months ago as the nurses were upskilled, which had resulted in an underspend. There was currently a tender process being undertaken for the medical contract so the budget would remain in place, as it was expected that the budget would be fully utilised in the new contract.</p> <p>The CC suggested that a half day joint meeting takes place within the next month with Chief Officers from the Force and OPCC to discuss budget</p>	<p>ACOR</p>

<p>planning and savings over the next 2 years in light of the rising cost of living and the challenges that were presenting themselves.</p> <p>Following a discussion, it was agreed that the CFO, ACOR and DCC would do some preparation work to examine the budget prior to the half day Joint Chief Officer meeting in order to provide a briefing paper; including the pressures expected to affect our communities, the context of central government funding, the policing funding formula and what the best and worst case scenarios could be.</p>	<p>Action CC/PCC</p> <p>CFO /ACOR</p>
<p><u>11. INFORMATION SERVICES AND GOVERNANCE ANNUAL REPORT 2021/22</u></p>	
<p>We received the Information Services and Governance Annual 2021/2022 report.</p> <p>The Information Governance Structure was headed by the Joint Data Protection Lead Officer (DPO) shared with SWP.</p> <p>The disclosure performance areas were summarised within the report with a supporting explanation and an analysis of detailed performance at Annex 1 for Subject Access Requests (SAR) and Freedom of Information (FOI).</p> <p>Overall performance had been good in this area. However, the Force were focussing on FOI, as it could be challenging due to fluctuating patterns in demand. This was not dissimilar to other Forces in England Wales. There also appeared to be a particular challenge when responding to FOI within the PSD due to the high numbers they received.</p> <p>The CFO asked if there were practical steps in place to remind Heads of Department about the timeliness of their FOI responses, given that Information Services were now fully resourced. The ACOR confirmed there were dedicated specialist resources to respond to FOIs, however, the Single Point of Contact (SPOC) in PSD was on long term sick. As it is a specialist role, the Force did not want to allocate FOIs to too many staff members as details may be mis-reported.</p> <p>Firearms licencing had also been a challenge over the last year, particularly since the Plymouth shooting and the need to review to Firearms Licencing arrangements.</p> <p>During the course of 2021/22 a review of Firearms Licencing was being conducted in Gwent to align best practice and to monitor new processes or any variation such as vetting processes, certification and suitability. Processes were amended where required to align with those adopted within SWP as indicated within the report. TIAA had audited SWP Firearms Licencing processes resulting in substantial assurance rating. Therefore, aligning Gwent's processes had subsequently improved performance further and this had helped to manage risk within this area.</p>	

<p>The CEx assured us that the Joint Risk Register goes through the relevant Force Governance Boards and the OPCC has an opportunity to scrutinise the items on the register.</p>	Action
<p>However, there was a new item relating to Data Quality that appeared to be related to an old item. The HoCI agreed to review the item and provide an update to the CEx.</p>	HoCI
<p><u>16. COLLABORATION UPDATE - EXECUTIVE SUMMARY OF OPERATIONAL AREAS</u></p>	
<p>We received and noted the Collaboration Update - Executive Summary of Operational Areas.</p> <p>The ACOR advised us the report was a summary of the report that was presented to the latest All Wales Collaboration Board and issues raised would be presented to the All Wales Chief Officer Team this week.</p> <p>The Board were working on a baseline audit of the All Wales Collaboration Programme. There were 35 recommendations contained within the audit report to be presented to the Chief Officers for consideration. The report confirmed that resources were allocated to the areas the Force's believed were the most important and those that all 4 Forces would be able to get the best outcomes on.</p> <p>The DPCC suggested that it would be beneficial to be in a position to extract what the collaborative output was for Gwent and how it was reported for the Force. The ACOR confirmed the Productivity and Efficiency Group was in the process of developing an All Wales Benefits Strategy, some of which was already being reported on in the Digital Services Division.</p> <p>The CFO confirmed that the Welsh Police Finance and Resources Group had sponsored the work through the National Productivity and Efficiency Group.</p> <p>It was agreed that the CC and PCC would re-schedule a visit to new Joint Firearms Unit.</p> <p>The CC asked the PCC to seek clarity on Force performance monitoring in relation to the UK Drug Strategy. In England money was allocated in order for Forces to comply with the Strategy and to improve performance, however, it was unclear what this meant in terms of investment for Welsh Forces. The PCC confirmed that PCCs were requesting clarification from the WG.</p>	CC/PCC
<p><u>17. RESPONSE TO THE RAPE REVIEW</u></p>	
<p>The DPCC provided an update on the Response to the Rape Review.</p> <p>The DPCC thanked the OPCC staff involved in drafting the Rape Review for 2020/2021 to present to the Force as it was a strong evidential review</p>	

<p>containing many of the heightened concerns tabled at a national level identifying systemic issues across England and Wales.</p> <p>Although the Force had provided an initial response to the review, it had been agreed that it would be revisited following a discussion between the OPCC and the Force. The report had been revised accordingly. However, it had not gone through the relevant governance processes as yet, for which the DPCC offered her apologies.</p> <p>The DPCC thanked the OPCC and Force representatives for revising the document. It was suggested that as the Force moved to implement Operation Soteria it would be beneficial to consider the key areas of continued improvement suggested within OPCC Rape Review including the reviewing of data quality in this area, the reported lack of confidence of response officers when dealing with rape previously and finally, positive outcomes in terms of criminal justice. The DPCC suggested the report should be reviewed outside of today's meeting and once signed off by the Chief Officer, the SPB action could be concluded. The key outstanding areas for improvement can then be put into the context of the delivery of implementing the RASSO Team and Operation Soteria to continue the work collectively.</p>	Action
<u>18. ANY OTHER BUSINESS</u>	
There was no other business raised	
<u>19. TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING</u>	
There were no risks identified during the meeting.	
<u>FOR INFORMATION</u>	
<p>The CFO informed us that the JAC Chair had been re-elected for a 3rd year and the Vice Chair for a 2nd year.</p> <p>The PCFM had presented Commissioning Intentions to JAC members for scrutiny and would be conducting a presentation on the Performance outcomes of the Strategy to JAC members this week in the form of a Deep Dive.</p> <p>Two of the long standing JAC members were due to leave, Mr Leadbeter in November 2022 and Mr Sheppard in March 2023 as their tenure was coming to an end. A successful recruitment campaign had been conducted and 2 new members had been appointed subject to vetting clearance.</p>	
The meeting concluded at 12:18pm	