

**OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT**  
**STRATEGY AND PERFORMANCE BOARD**  
**1<sup>st</sup> September 2021**

**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 S Slater – Head of Strategy (HoS)  
Ms R Davies – Principal Finance and Commissioning Manager (PFCM)  
Mrs N Warren – Governance Officer (GO)

**Office of the Chief Constable (OCC)**

Ms P Kelly – Chief Constable (CC)  
Mrs A Blakeman – Deputy Chief Constable (DCC)  
Mr I Roberts – Assistant Chief Constable (ACC)  
Mr N Stephens – Assistant Chief Officer, Resources (ACOR)  
Mr N McLain – Chief Superintendent – Head of Continuous Improvement (HoCI)  
Ms N Brain Det/Ch/Superintendent– Head of Crime and First Point of Contact (HoC&FPoC)  
Ms L Brustad – Superintendent – Head of Professional Standards Department (HoPSD)  
Ms N Wesson - Head of Corporate Communications (HoCC)  
Mrs S Connolly - Head of People Services (HoPS)  
Mr O Petty – Staff Officer (SO)  
Mr M Richards – Superintendent – East LPA (ELPA)  
Mr D Taylor - Chief Inspector – Civil Contingencies (ChCC)

**Staff Associations**

Ms J Everson (Unison)  
Mrs A Kift (Police Federation)

The meeting commenced at 10:00am.

The PCC agreed to defer items 3f, 3g and 3l until later on in the meeting as the Assistant Chief Officer of Resources was currently representing the Chief Constable at another meeting.

<b>1. <u>APOLOGIES</u></b>	<b>Action</b>
Apologies for absence were received from Mr R Guest, Head of Communications and Engagement, Mrs N Brennan, Assistant Director and Head of Joint Legal Services, Mrs S Curley, Chief Executive and Mrs J Regan, Head of Assurance and Compliance.	

2. <u>MINUTES</u>	Action
<p>We received and confirmed the minutes of the meeting held on the 7th June 2021.</p> <p>We referred to page 12 and noted that due to the timing of the 2021 Comprehensive Spending Review (CSR21), the Reserves Strategy would now be presented to the Joint Audit Committee at their December 2021 meeting as opposed to the September 2021 meeting.</p>	
3. <u>ACTIONS</u>	
<p>We received and noted the actions from the meeting held on the 7th June 2021.</p> <p><b>Action 1, 7<sup>th</sup> June 2021, Organisational Performance Report Against The Police And Crime Plan Priorities – Quarter Three</b></p> <p>The CC requested that the Strategy Performance Board focussed on the key areas noted in Action 1, 7<sup>th</sup> June: Crime Data Integrity, Operation Uplift, Public Confidence, the increase in PCSO's and Safer Streets Funding at the December 2021 or March 2022 meeting. It was agreed the HoCI and HoAC would facilitate this and prioritise key areas for inclusion on the meeting agenda.</p> <p><b>Action 2, 7<sup>th</sup> June 2021, Covid19 Recovery Update Report</b></p> <p>Although a briefing on Covid19 Surge funding had not taken place as originally planned, the Commissioner agreed to close the action as the information was contained within the Quarter One 2021-22 Finance Performance Report.</p>	HoAC/ HoCI
4. <u>ORGANISATIONAL PERFORMANCE REPORT AGAINST THE POLICE AND CRIME PLAN PRIORITIES – QUARTER ONE 2021-22</u>	
<p>We received the organisational performance report against the Police and Crime Plan (the Plan) Priorities for Quarter One 2021-22.</p> <p>The Deputy Chief Constable (DCC) informed us there had been an 8% decrease in all crime; therefore the Force were on course to meet their 10% target by the end of year two period.</p> <p>The PCC sought assurance that the appropriate measures were in place to meet the required standards in terms of Crime Data Integrity (CDI). The DCC assured us that CDI remains a priority for the Force, with clear governance and reporting lines having been established. CDI reports are being audited and monitored and a CDI Group has been established in Force to review the work, to provide feedback in order for existing procedures to be revised where necessary.</p>	

The Force are also working closely with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to identify any gaps that need addressing, to ensure that Force CDI recording meets the required standards in order to provide assurance to the general public. Training on CDI standards was a key area of focus for the Force, to ensure every opportunity and line of inquiry was being captured. The Force had also concentrated on filling Crime Management Unit vacancies.

## Action

We noted a report on CDI was to be presented at the following meeting for scrutiny.

The Victim Care Unit (VCU) had been established to act as a central point of contact for victims from the point of reporting a crime, to the conclusion of the criminal justice process. The VCU was proving to be a positive experience based on feedback received, as there had been a reduction in calls from repeat victims and calls requesting investigation updates from the Force Control Room.

There had been a 17% reduction in burglary and 32.8% in neighbourhood crime. However, it was acknowledged that further work was required in the area of positive outcomes and therefore the Force were focussing on increasing swifter processing of positive outcomes for victims.

We were advised that a review of Crime Scene Investigators' attendance at scenes of burglary was also being conducted, to ensure every opportunity was being taken to detect crime. The PCC acknowledged the benefits of implementing the 'We Don't Buy Crime' (WDBC) initiative in reducing crime and asked if the initiative would be rolled out across the other Welsh Forces. The DCC confirmed that the Welsh Chief Officer Group was to receive a presentation highlighting the benefits of the initiative and it could potentially be rolled out on a regional basis.

There had been an increase in recorded domestic related crime compared to the previous quarter. The DCC explained that although the target was to reduce crime by 20% overall, the Force were aiming to increase the level of reporting in relation to domestic abuse, serious sexual offences and sexual offences. The increase in reported incidents was seen as a positive factor, in that the public were confident to report incidents.

Work is being undertaken to tackle serious violence at its root cause. The Force are focussing on harassment and stalking activity; which could lead to domestic homicide and drug and public order related issues, which was often a precursor to serious violence. The Force are also working with the Grange Hospital and focussing on other hotspot areas in order to provide intervention where possible. However, we noted the level of recorded serious violence in Gwent was lower than in many other Forces.

We noted there had been an increase in the number of calls to 101 and 999 and the DCC advised us that the increase in demand was mainly as a result of pressure on other emergency services, such as the Ambulance Service.

Therefore, a Strategic Co-ordination Group (SCG) has been established by the Force, to work with the Local Authorities and Health Boards to ensure the appropriate emergency services attend incidents. The level of calls has subsequently started to reduce.

**Action**

The PCC informed us that during a number of his public engagements, members of the public had raised concerns about 101, having experienced difficulty getting through to the Force. The PCC therefore asked if there was a communication campaign that could advise members of the public about what other options could be used to contact the Force.

The DCC informed us the Force were focussing on reducing repeat calls to 101. Demand such as those calls relating to requests for updates on incidents or seeking re-direction to other Force departments increased call waiting times. Although there was activity being undertaken to reduce these types of calls, including the work of the new VCU, it was likely that the growth in online contact options was likely to increase demand. The Force has to make sure all messages were reviewed thoroughly, to ensure CDI standards were being met.

The DCC assured us there was a good Force response to 999 emergency calls and the Force Corporate Communications Team had been working on a campaign called 'Make the Right Call'. This campaign aims to clarify what option would be most suitable to the public when contacting the Force.

The PCC requested an update on the Rape Action Plan. The DCC assured us the HoC&FPoC had collated recommended actions and good practice from other Forces both regionally and nationally, including a review of Force baseline assessment in Gwent. This would ensure the Force were in a good position to respond to this type of criminal act, to provide a quality service to victims and to progress the offence to court. The Force work closely with the Office of the Police and Crime Commissioner (OPCC) in relation to Independent Sexual Violence Advocate (ISVA) and Independent Domestic Violence Advisors (IDVA) support provision and have also invested in Detective Sergeants with expertise in Rape and Serious and Sexual Offences (RASSO). The Rape Action Plan is also scrutinised through the Vulnerability Group which reports into the ACC's Performance Board.

The DPCC acknowledged that the Force had established an Action Plan and asked what other Force activity was taking place with partner organisations to prevent a rise in violent crime, which had recently become apparent in other Force areas. The DCC informed us that a key factor in tackling violent crime was the introduction of the problem-solving hubs. These were helping the Force to engage with the public in order to identify hot spot areas at which drug offences were taking place, including organised crime. This enables the Force to deploy resources to undertake stop searches and to provide visibility in those areas in order reassure the public.

The problem-solving hubs and Serious and Organised Crime (SOC) Unit had been instrumental in combating a recent rise in knife crime in the Pill area of

<p>Newport, with the support of Local Authority partners and strong community partnerships.</p> <p>As serious violence spans further than SOC, partnership arrangements are also in place to support vulnerable victims of serious domestic related crime and exploitation.</p> <p>The Force have also deployed an officer to the Violence Reduction Unit to ascertain what further work can be done to link in with health partners. The successful Safer Street Bid was based upon problem-solving hub data, information and strategic partnership working arrangements.</p> <p>The DPCC asked the DCC as Chair of the Scrutiny Executive Board (SEB) what were the key priority actions for the Force and if she was satisfied with Force performance. The DCC assured us that the Force recorded very low numbers of serious violence (much of which related to domestic violence), so the increase in reporting means victims have the confidence to report these incidents. This opens up the opportunity for the Force to identify if there are any other types of stalking or harassment offences also taking place, linked to the domestic violence cases.</p>	<p><b>Action</b></p>
<p><b>5. <u>CHIEF CONSTABLES UPDATE</u></b></p>	
<p>We received and noted the Chief Constable's Update Report.</p> <p>The CC advised us that the majority of the workforce had received both Covid19 vaccinations. The Force continues to maintain low sickness levels linked to Covid19 and the challenge going forward was the onset of the influenza season, Covid booster vaccinations and maintaining low sickness levels. The Occupational Health Unit would be offering flu vaccinations to the workforce in due course, in order to help manage sickness levels.</p> <p>The CC thanked the officers and staff members within the Force Control Room (FCR) for their hard work in responding to the 30% increase in 999 and 101 calls over the last quarter. We noted almost 90% of 999 calls were answered with 8 seconds.</p> <p>The Force Social Media desk had received 12,490 contacts in June 2021.</p> <p>The Single On-line Home platform has been working well, with over 891 requests for service. However, further work was to be undertaken to enable community contact with a designated Neighbourhood Policing Team (NPT), as stipulated within the UK Government 's new Beating Crime Plan.</p> <p>The benefits of investment in Mental Health Practitioners (MHPs) within the FCR could be seen, with over 114 police deployments being averted and 19 detentions being circumvented due to MHPs intervention.</p> <p>The CC informed us that well-being continues to be a key focus for the Force, particularly within the FCR in light of their high pressure day to day work.</p>	

The CC expressed her gratitude to the Force for the work that was being undertaken in line with Force values, in particular the continual learning in order to further improve performance.

The CC informed us that the number of Domestic Violence Protection Notices (a preventative tactic in domestic abuse cases, where no charges are brought) issued by the Force had increased, which was instrumental in keeping vulnerable members of the public safe.

We were advised there were staffing issues within the Custody Units due to a lack of Custody Detention Officers and Custody Sergeants. This was being addressed as the Force were working swiftly to fill the vacancies. Unison confirmed this approach was well received by the Custody Staff.

The Force and OPCC have been working to secure the provision of safe and secure accommodation for child detainees in Wales. They are taking part in an all-Wales pilot to provide alternative accommodation for children in Newport who are remanded overnight, to prevent them being kept within a custody suite.

The CC advised us of her concerns in relation to Criminal Justice with regards to the burden placed upon front line offices in terms of case file preparation causing delays in bringing offenders to court. This has been brought to the attention of Members of Parliament and the Senedd. The DPCC suggested the matter should be discussed as an agenda item at the Criminal Justice Board in Gwent, once the CC had gathered the relevant evidence to put to the Board and following that presented to the All Wales Criminal Justice Board. The CC agreed with this approach.

There had been a running total of sentences amounting to 200 years over the last 18 months, as a result of the work conducted by the Serious Organised Crime (SOC) Team. A total of £989k worth of drugs and £150k in cash had been seized.

The CC thanked those involved in the WDBC initiative and informed us that a dedicated trainer has begun work with the WDBC team. The WDBC team has been growing its network of partners in order to raise awareness at hotels, night time economy locations and community organisations, in order to better protect those at risk of harm by improving the ability of staff to identify potential exploitation.

The CC thanked the Cyber Crime and Police Online Investigation Team (POLIT) for their proactive work in relation to Operation Javelin; 11 warrants were issued and consequently nine suspects were arrested for the sharing of indecent images of children. This has resulted in many children being safeguarded.

The Force has consistently remained as one of the top experts in their field in tackling Financial Crime, as demonstrated in the report; particularly in relation the high number of civil detention, civil forfeiture and confiscations orders.

**Action**

**CC**



the recruitment team have continued to adapt to ensure there was no slippage and the uplift programme has remained on target.

**Action**

Operation Uplift for year 2 is on track, with 46 probationers commencing with Gwent on the 5<sup>th</sup> July. A further successful recruitment campaign was advertised in June 2021, with an assessment centre for 150 candidates taking place the week commencing the 19<sup>th</sup> July 2021. The Force are expecting to meet their 1,468 establishment target by the end of this financial year.

The PCC asked if there were any financial challenges in relation to Operation Uplift. The DCC confirmed there were no issues of concern at the moment, as the matter was regularly scrutinised at the Operation Uplift Gold Group. A Workforce Management Group has been established to ensure vacancies are not left unfilled, with subsequent business cases submitted through the Service Improvement Board (SIB). The CC informed us there were no current financial challenges in terms of PCSO resources, however, the Comprehensive Spending Review (CSR) may present financial challenges in terms of sustainability.

The CFO explained that there was uncertainty around long-term sustainability of resources, as it was unclear how the funding for Operation Uplift was to be divided between police officers, police staff and other consequential costs and how the in-year underspend was to be utilised. The Home Office could potentially stipulate in the CSR that Operation Uplift costs must be maintained by the Force beyond year 3 without providing any additional funding, particularly as the CSR is based on delivering efficiencies.

The number of police officers from an ethnic minority has risen from 2.2% in March 2020 to 2.5% at the end of June 2021. The 12-month joining rate of ethnic minorities was 5.5% in the last 12 months, compared to the average of 1.5% in the last 3 years. This was attributed to the expression of interest process through the E-recruitment platform and the bespoke positive action journey that has been developed over the last 12 months.

The percentage of female officers has also risen from 35.1% in March 2020 to 36% as at the end of June 2021. The 12-month joining rate of females was encouraging at 42.9%. Over the last 12 months the team have also been focusing on applicants from those declaring a disability.

In April this year, the first police staff apprenticeship programme was launched in 4 areas: public service, business administration, digital and facilities. Following an extremely successful campaign, 14 apprentices are due to start on the 16<sup>th</sup> September 2021. There is 50/50 split of gender and one candidate is from an ethnic minority. The PCC supported the programme and informed us that one of the apprentices would be working in his office.

We were advised that apprentices were to meet the Chief Officer Team and the HoPS agreed to send the PCC an invite.

**HoPS**



<p>In May 2021, 17 new PCSOs joined the force. 11% of this intake were from ethnic minorities. There has been good diversity in our PCSO intakes since Jan 2021, improving workforce representation with 13% of 53 new starters being from ethnic minorities.</p> <p>In May 2021 the force held a sergeant's promotion board, with over 40 candidates applying and 27 candidates were successful. The feedback from the process was extremely positive from all candidates and work was ongoing to ensure the process was fair and inclusive.</p> <p>The PCC referred to page 2 of the report and requested clarity on the term 'non-British'. The HoPS it was in reference to the Force ensuring that every opportunity was taken to improve the process to support all ethnic minority applicants when applying for positions within the Force.</p>	<p><b>Action</b></p>
<p><b><u>7. THE PROFESSIONAL STANDARDS PERFORMANCE REPORT – QUARTER 1 2021-22</u></b></p>	
<p>We received and noted the Professional Standards Performance Report Quarter 1, 2021-22.</p> <p>The following key points were highlighted:</p> <p>The number of complaint allegations had increased by 42%, placing increased demand on the Complaints Team. This was likely to be as a result of Covid19 restrictions, however a benchmarking exercise was to be conducted with other Forces to ascertain if the levels were similar in terms of capacity and demand.</p> <p>The vetting numbers were high at present due to Contractor vetting for the New Headquarters and the Operation Uplift recruitment drive. A paper was presented to the recent Workforce Resource Management meeting, where it had been agreed that the secondment of the temporary post would be extended for an additional 2 years to assist with the demand.</p> <p>An audit had recently been conducted on Vetting Management and early indications were positive. The expectation was that there would be no recommendations for improvement, which was a significant improvement when compared to the audit in 2017 which resulted in 10 recommendations.</p> <p>There was a review of a number of conduct cases by the Independent Office of Police Conduct (IOPC), as part of the College of Policing's review into how forces deal with Domestic Abuse within the workplace, as a result of the Super-complaint. The feedback has been very positive with some best practice identified in Gwent. This would form part of a wider report, which was expected to be published in due course.</p> <p>The Counter Corruption Unit held a consolidation day identifying what they had achieved in the last 12 months. Gaps in current working practices were also identified and as a result, a paper was to be submitted to the SIB in order to close those gaps with additional resources.</p>	

<p>The PCC asked if comparative data could be incorporated within the report, as there was no comparator against Quarter 1. The HoPSD agreed to forward the data to the PCC and add it to future reports.</p> <p>The DPCC thanked the Professional Standards Department (PSD) for their work, acknowledging the improvement within the Vetting Department and the positive feedback from the College of Policing.</p> <p>The DPCC also thanked the DCC for her work leading a cohesive approach with other national partner organisations, in order to resolve the Super-complaint.</p> <p>We noted there had been an increase in the number of reviews by the OPCC and acknowledged this may be due to PSD resolving issues at first point of contact (FPOC). This could result in dissatisfaction for some complainants, however, the OPCC were satisfied with the scrutiny arrangements in relation to the reviews.</p>	<p><b>Action</b></p> <p><b>HoPSD</b></p>
<p><b>8. <u>COVID19 RECOVERY UPDATE REPORT</u></b></p>	
<p>We received and noted the Covid19 Recovery Update Report.</p> <p>The ACC advised us that the third wave of Covid19 was still a significant issue for the Force. However, demand had shifted from enforcement of Covid19 regulations, to dealing with latent demands such as family pressures around domestic abuse, cyber crime and unlicensed music events.</p> <p>As there is a high infection rate in the community, managing sickness is an issue for the Force due to the nature of its role. However, the internal test, trace and protect process has remained in place within the Force, to capture any infection and to prevent the spread. There had been additional demand on the Health and Safety Team, particularly in relation to ensuring the safety of staff in the FCR, which is a critical area of the Force.</p> <p>The wellbeing provision is also continually developing and adapting to changing demands, with support and advice being provided to officers and staff to ensure their wellbeing. We were assured the appropriate governance was in place, with the Force engaging with the Police Federation. Force Legal Services, Occupational Health and the Health and Safety Team.</p> <p>A review of the zero alert level was being undertaken by the Force Lead, to ascertain what impact it has on the Force.</p> <p>The Force were also linking in with Op Talla nationally, the Welsh Government, College of Policing and other Welsh Forces, to ensure the Force was adhering to the latest guidance and the lessons learned were being captured.</p> <p>The PCC thanked all those involved for their quality response to Covid19 in serving members of the public.</p>	

<p>We had previously agreed items '3f Finance Report 2021/22 – Quarter 1' and '3g Medium Term Financial Plan Update' would be taken later on in the meeting.</p>	<p><b>Action</b></p>
<p><b>9. <u>INTEGRATED OFFENDER MANAGEMENT REPORT</u></b></p>	
<p>We received and noted the Integrated Offender Management Report.</p> <p>We were advised that Integrated Offender Management (IOM) was introduced in 2009, to bring a cross-agency response to crime and reoffending threats faced by local communities. The aim was for the most prolific and problematic offenders to be prioritised and jointly managed by police, probation and other partner agencies</p> <p>In February 2020, Her Majesty's Inspectorate of Probation's (HMIP) and Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services' (HMICFRS) joint inspection found that IOM had lost focus. To address this, the Ministry of Justice (MoJ) and Home Office (HO) have undertaken work to review current IOM practice, engaging with operational practitioners and reviewing the evidence base.</p> <p>On the 9<sup>th</sup> December 2020 in response to the report, the Ministry of Justice and the Home Office refreshed the strategy for Integrated Offender Management (IOM).</p> <p>The strategy focuses IOM on reducing neighbourhood crime, including burglary, robbery, theft from the person and vehicle theft.</p> <p>In April 2021, resources were aligned under the new IOM Department and both East and West resources were amalgamated under one Detective Sergeant, within the Offender Services Team.</p> <p>On the 5<sup>th</sup> July 2020, the Force were the first in England and Wales to go live with the new model and way of working, which sets out new criteria for the selection of offenders to come under the programme. The Force are currently working with 105 offenders, with an expectation of moving towards 160 over the next year.</p> <p>The new national model centres on a neighbourhood crime cohort, as a fixed priority with flexibility for schemes to tailor the cohort to their local needs and freedom to continue running IOM schemes for other cohorts. The Force have worked with Probation to review all of its current cohort and scored them against the new national model. This has resulted in some nominals on the cohort being removed and other new nominals being included in the fixed cohort.</p> <p>The Force are also working with other partner agencies to focus on domestic abuse perpetrators, who are not receiving interventions through other means.</p>	

<p>We were assured the Force are committed to the new strategy. IOM has moved under the new portfolio of Offender Services with overall responsibility passing to the Head of Criminal Justice, with the aim of aligning processes and having a consistent joined up approach across the Force. There is a focussed diversionary programme for out of court disposal and there is also a dedicated Offender Services Manager.</p> <p>We noted the date should be amended from 2020 to 2021, page 3 item 2.9.</p> <p>The PCC noted there were no risks identified on page 6, item 10 and suggested this item should be populated, the ACC agreed to include the financial risks in future reports.</p> <p>The DCC advised us that work was underway with the HO to identify the cost of this type of crime, due to the negative impact it has within the communities. Gwent is the national lead for property work and therefore would be undertaking the work of identifying the cost of crime and would be an exemplar Force for the HO to demonstrate that.</p> <p>The DPCC confirmed that the recent Gwent Criminal Justice Board had been reassured by the governance, partnership arrangements and comprehensive leadership in Gwent Police and the Probation Service, in ensuring the IOM strategy has been realised. This would make sure that reducing offending was a priority, particularly perpetrators of domestic abuse.</p> <p>We noted the Gwent PCC and the Force had taken part in a National Audit Office review in relation to the 'MOJ reducing re-offending in Women and Justice Strategy' and Gwent has been highlighted as a case study for work relating to Women in Justice, diversionary services and the system approach as a whole. The findings would be shared with the SPB in due course.</p> <p>The DPCC suggested that the investment for reducing demand in relation to re-offending should be captured within the CSR, as Criminal Justice is funded through the HO, MOJ and the PCCs. It is important for the MOJ and Her Majesty's Prison and Probation Service (HMPPS) to have resources to equally dedicate to early intervention and prevention and community safety, to jointly commission services with partner organisations.</p> <p>The PCC thanked the ACC for the update and welcomed the new approach to IOM.</p>	<p><b>Action</b></p> <p><b>ACC</b></p> <p><b>DPCC</b></p>
<p><b><u>10. ANNUAL VOLUNTEERS REPORT</u></b></p>	
<p>We received and noted the Annual Volunteer Report.</p> <p>We acknowledged the valuable contribution of the Volunteers and their commitment to Gwent Police.</p> <p>The following key areas were highlighted.</p>	

In spring 2021 plans were approved to increase the number of Special Constable (SC) intakes from 2 to 3 per year, and to set a baseline establishment of 10% of the regular force officer number to work towards over the next 3 years. This means the force will aim to increase the SC headcount to around 136.

There are also 2 new Special Inspectors and a number of new Special Sergeants. On average, the existing cohort of 70 SCs contribute a huge number of hours of around 40 per month, amounting to 33,549 over 12 months. The Force and communities are very grateful for this effort, as the minimum expectation is 16 hours per month.

In order to support SCs, the Citizens in Policing Board approved the issuing of laptops to the Special Sergeant rank, meaning the whole Senior Management Team (SMT) now have access to laptops. SCs are now fully incorporated into the rollout of mobile phone devices and BWV and there are proposals in place to provide access to laptops for all SCs. However, there are issues with supply at the moment due to world-wide shortages in components.

There is a dedicated trainer in place to ensure the 3 intakes of SCs over the course of the year are able to receive the required level training.

There are currently 49 volunteers, playing an active role within our communities and organisation. Traditional volunteer roles in Gwent have predominantly been within the Independent Advisory Group (IAG), Crime Prevention Panels, Airwave Support and Adult Cadet Leaders.

The Force are aligning the work of the Crime Prevention Panels to assist the WDBC and problem-solving initiative, to push crime prevention messaging. The PCC requested a briefing on the work of the Crime Prevention Panels and the ACC agreed to arrange the briefing.

The Force have agreed the permanent post of the Next Generation (NxtGen) Youth Engagement Officers. The team have been created to inspire and work with the young people, in particular the Mini Police (Heddlu Bach), Volunteer Police Cadet Schemes and Youth Intervention and Prevention programmes, which are inclusive programmes open to all young people aged 9-18 years.

The youth engagement programme is now aligned to the problem-solving hub and has a designated Police Sergeant overseeing all youth engagement. The NxtGen team will factor into the wider school's programme and youth provisions provided across the Force. The team provides monthly highlight reports, which demonstrate and highlight their youth engagement activity.

Gwent's youth engagement programme has also been awarded the Bronze Youth Quality Mark, in recognition of the provision and service provided to our young people. Gwent Police is the first Police Service to be recognised in this way and leading the way for best practice processes when engaging with young people.

**Action**

**ACC**



HMICFRS attended the March 2021 and June 2021 revised internal scrutiny boards and provided positive feedback on the significant progress being made. It was expected that some of the areas for improvement would be approved and signed off during the meeting with the HMICFRS Force Liaison lead on 4<sup>th</sup> September.

**Action**

The Force has spent significant effort in ensuring that the scrutiny of Stop Search powers is robust at every level of the organisation. In particular, Sergeant and Inspector levels have been reviewed and an internal communication plan led by Chief Officers has continually reinforced key messages across the Force.

The Force has made system changes within the NICHE policing system, in terms of a new supervisor scrutiny template. This will ensure the stop search debrief is more meaningful, as thorough checks are conducted including the rationale for the search, recording and data accuracy.

There had been positive feedback from officers regarding the scrutiny and assurance provided by Sergeants within the Force's Continuous Improvement Department. These Sergeants review every Black, Asian & Minority Ethnic stop on a monthly basis, to check on the quality of the grounds and powers used. Feedback on themes is communicated to the Force on a monthly basis and individual officer feedback is delivered in person and via the Coercive Powers Quality Improvement group.

The Force has recently invested in the services of an independent consultant to scrutinise and review Stop Search. They will focus of the auditing and analysis of the volume of 'self-generated' searches (primarily for drugs), in comparison to the volume that are 'intelligence led', which should provide assurance around the integrity of the searches to the OPCC to address their concerns in this area.

The Force have strengthened their training processes in terms of unconscious bias and grounds for stop search.

The OPCC lead on the external scrutiny via its Legitimacy & Scrutiny Board. To further strengthen the independent scrutiny of Stop Search, the Force has worked closely with the OPCC to develop a new youth scrutiny pilot project with the John Frost Secondary School in Newport. This school covers the diverse catchment areas of Pillgwenlly, Duffryn, Maesglas, Gaer, Glasllwch, St Woolos and Clytha. The pilot will offer an opportunity of engaging with our 'next generation', ensuring that Force scrutiny is representative of different age groups.

The Challenge for the IAG is to highlight the good work within the communities. There are plans in place for a community webinar on Stop Search, to inform and reassure our communities of our commitment to improving the use of this power. This is to be delivered in the Newport area in the next few months, which has Gwent's most diverse communities where Stop Search is used most frequently.

We were advised that there had been a decline in stop searches from Quarter 3 to Quarter 4, which has continued to Quarter 1 2021. This was likely to be as a result of the additional scrutiny and awareness raising around stop search. The stop search portfolio lead would continue to monitor this trend going forward, however, it was seen as a positive decline as the Race Disproportionality Rate (RDR) was 2.8% in Quarter 1, which is very low in comparison to other Forces.

In Quarter 4, 22.9% of all stops resulted in positive outcomes with 9.6% of those stopped being arrested.

The Commissioner had previously asked the Force for some reassurance regarding the proportion of searches which were conducted under the Misuse of Drugs Act, as the Force were previously ranked 8<sup>th</sup> nationally in 2019/20 in terms of this power. During Quarter 4, Section 23 (Drugs Act) continues to be the most used power for stopping, accounting for 66% of total Stop Searches carried out. There has been a reduction in this figure from 72% in Quarter 3 and 70% in 2019/20. Based on 2019/20 national figures, Gwent would now be placed 19<sup>th</sup> out of 44 forces. We were assured this would continue to be an area of scrutiny and focus for the Force.

Newport West recorded the highest number of Black, Asian & Minority Ethnic individuals being stopped, equating to 30.5% of all stops in that area. The overall Force ratio of Black, Asian & Minority Ethnic individuals stopped rose to 12.8% in Quarter 4, from 8.3% in Quarter 3. It is believed that this spike was a result of some targeted localised knife crime activity in the Newport West area.

During Quarter 4 20/21, the Force had a RDR of 4.3% for the quarter, which is an increase from 2.6% from Quarter 3. This meant that a person from the Black, Asian & Minority Ethnic community was over four times more likely to be Stop Searched in Gwent during Quarter 4, than someone from a white background. However, this increase was predominantly driven by high RDR rates seen within Monmouthshire and Newport West. These figures were scrutinised in the June Coercive Powers Scrutiny Board and the 9 Black, Asian & Minority Ethnic searches in Monmouthshire related to travelling criminals who had been searched in Magor Services. There were however some positive outcomes from those searches.

Almost all areas have seen an improvement in the use of BWV, with some, such as Newport East achieving a 97.5% compliance rate.

The DPCC referred to the IAG's request for proactive engagement with the community, to highlight the value of their work in order to reassure the public around the use of stop search and asked if the NextGen and PCSOs could assist with this. The EPLA confirmed that Heddlu Bach and the work at John Frost Pilot could assist with highlighting the work of IAG and he would raise the matter with the portfolio lead to address.

**Action**

**EPLA**



<p>The DPPC requested an update on the disproportionality work, in relation to the Criminal Justice Board on policing and criminal justice. The ACC advised there was more work to do in relation to disproportionality, as feedback from MP David Lammy had indicated reform had been slow across Forces.</p> <p>Gwent has commenced discussions to understand the issues of disproportionality, which has been expanded to an All-Wales level. The CC is also leading on work to develop Criminal Justice in Wales' Race Equality Plan and other in-Force projects have been developed to support that process.</p> <p>The data would be captured across Wales to provide an informed picture of where the disproportionality is, from the initial stop search through to the court process. The information would be shared with other Forces across Wales and help the inform the Force on how best to engage with our communities and to address cultural issues across the criminal sectors in Wales.</p> <p>The CC and PCC thanked EPLA for his hard work in improving the area of stop search and highlighting the value the IAG provides by reassuring the public about the integrity of the Force, in relation to use of stop and search.</p>	<p><b>Action</b></p>
<p><b><u>13. FINANCE REPORT 2021/22 QUARTER 1</u></b></p>	
<p>We received and noted the Finance Report 2021/22 for Quarter 1.</p> <p>The ACOR advised us there was a year to date overspend at Quarter 1 for 2021/22 of £1,326k, against a budgeted overspend position planned of £1,060k. However, there were many variances to consider as referenced within the report. A forecast position was not presented to the year-end as it was too early in the financial year due to the phasing of the budgets throughout the year; the phasing of expenditure; reversals from the accruals within the accounts; and the timing of income received. There would be a detailed forecast for the full year in the Quarter 2 report.</p> <p>There is an approximate saving of around £400k a month against the recruitment element of the annual budget, relating to appointing of Officers and Staff for Operation Uplift. A surplus has been generated over the last 3 months, however, the surplus would diminish as the remaining Officers and Staff intakes were recruited.</p> <p>Some of the opportunities for the underspend could be utilised to fund policing initiatives on a non-recurrent basis, or added to the reserve funding for Operation Uplift to fund additional vehicles or kit.</p> <p>There had been a £250k overspend on the overtime budget, which was mainly due to recruitment issues, particularly in the custody units. However, overtime provision was now being monitored through the new electronic timesheet system, which should assist with authorisation and supervision of overtime and provide valuable data across Force Departments.</p>	

<p>There was £216k of Covid19 funding remaining which had been brought forward to this financial year, as it was received at the end of the last financial year. It is to be utilised for operational policing purposes, as existing Covid19 rules and regulations were likely to change again.</p> <p>Reserve funding was being used to fund the new Headquarters build and the average return on investments was 0.31%. The low returns on investment would reduce further, as reserve were reduced further by year end.</p> <p>There had been significant improvement in relation to Debtors and Creditors. The Force would continue to focus on the recovery of debts, but there were no irrecoverable debts identified so far in the year.</p> <p>The CFO advised us that the year to date overspend masked a full year underspend. Therefore, the Quarter 2 report would clarify non-recurrent spend and whether it would be utilised for operational policing, or added to reserves for operational initiatives. The recurrent spend would help to balance the future budgets through efficiencies, or be redirected to new areas of need. The Quarter 2 report would therefore influence the budget setting approach.</p> <p>The CFO acknowledged the good work of the Finance Department in relation to the collection of outstanding debts; the positive impact of the No purchase order, No payment process which has reduced the Creditor days to well below the standard 30 days; and the significant improvement in the closure of the Statement of Accounts during Covid19, resulting in the ISA260 being commended by Audit Wales and the Joint Audit Committee.</p>	<p><b>Action</b></p>
<p><b><u>14. MEDIUM TERM FINANCIAL PLAN UPDATE</u></b></p>	
<p>We received and noted the Medium Term Financial Plan Update.</p> <p>The CFO advised that the Finance Department had developed a detailed budget setting timetable, to provide assurance to the Strategic Performance Group (SPG) and the Joint Audit Committee (JAC) that there was robust approach to budget setting.</p> <p>The MTFP has been updated to reflect known pressures and funding changes since 31/3/2021, rolled forward to cover the 5-year period 2022/23 to 2026/27 and linked into the Force Management Statement. The new deficit for 2026/27 is £4.9m, when taking into consideration the £6m impact on changes to the funding formula.</p> <p>The assumptions have been quality assured such a pay awards, inflationary pressures for general costs, utilities, fuel, Council Tax precept growth and the size of the collection base over a 5-year period.</p> <p>There is uncertainty around the effects of the CSR and the amount of Council Tax collection rate, which should be clarified during the Autumn.</p> <p>The CFO informed us that he intended to raise his concerns with the 5 local authorities and the Welsh Government in September 2021, to ascertain if they</p>	

have been able to maintain their Council Tax base rates or whether there will be a permanent drop in the tax base, which could impact the overall precept received. The PCC reiterated the CFOs concerns regarding the uncertainty of the CSR and the impact it could have on the budget and the consequences of that.

## Actions

A joint CSR bid is to be submitted by the Association of Police and Crime Commissioners (APCC) and National Police Chiefs Council (NPCC) to which 38 of the 43 Forces contributed, including Gwent.

The CFO confirmed he had sought assurances that the bid captured all of the major financial requests, such as the funding for the sustainability of Operation Uplift; major technology transition such as the Emergency Services Network; intervention and prevention initiatives across the public sector; pay awards and for the sustainability of the existing budget.

Although the HO were not publishing individual bids, a useful summary would be provided to PCCs as in the previous year.

HO expectations with regards to efficiency savings is uncertain and it is unclear as to whether the CSR would be a 1 or 3 year review. However, the findings of the CSR should be made available just before the provisional settlement, in order to shape the Force budget.

The CC raised her concerns in relation to funding for ensuring the continuity of the National Forensic Network services in the long term; supporting the National Police Air Service; implementing a local robust CCTV structure; working towards environmental challenges; maintaining existing services; and sustaining the costs for the extra 20 thousand officers for Operation Uplift.

The CC emphasised the requirement for productive planning to ensure funding or savings could be utilised in the most efficient way possible and every opportunity for potential income could be capitalised on, such as the Safer Streets Bids.

The PCC acknowledged the CC's concerns and assured us that he and his counterparts would strive to obtain the best settlement available to them from the UK Government, in order to ensure the Force had sufficient funds to make sure the Force could provide an efficient and effective service. Careful consideration would be given to the level of precept the public could be expected to pay, as it had to be based on value for money.

The CFO informed us that the McCloud pension revaluation was also a major concern for the Force, as there could potentially be additional pension costs amounting to £8m. As in previous experience, Government Grant may not be sufficient to cover the entire costs, but early indications were that there would be no ongoing provision for the full costs in the CSR, therefore the costs of any shortfall on Government Grant would be incurred locally by the Force.

<p>We were assured the newly appointed External Funding and Partnership Manager was focussing on External Partnership Funding Strategy priorities, in order to seize opportunities for grants; maximising fees and charges; sponsorship; and reviewing the section 106/Community and Infrastructure Levy. A Strategy update would be provided to SIB before March 2022 and then a bi-annual report following that.</p> <p>A highlight report on the work of the External Funding and Partnership Manager would be provided to the Service Improvement Board.</p>	<b>Action</b>
<b><u>15. FLEET MANAGEMENT STRATEGY ANNUAL REPORT 2020/21</u></b>	
<p>We received and noted the Fleet Management Strategy Annual Report 2020/21.</p> <p>The PCC declared that he was a Board member of the Blue Light Commercial Company and the Police Digital Services Company, on behalf of the APCC.</p> <p>The ACOR advised us the report builds on the indicators and comparators of previous reports, however, Covid19 has had a significant impact on the 2020/2021 financial year, as referenced within the report.</p> <p>We noted the number of police vehicles had increased and it was anticipated that the Force would meet its target number of 444 by March 2023, to meet Operation Uplift provision.</p> <p>The Force had not purchased the expected number of vehicles during the 2020/21 financial year, as the new Blue Light Framework responsible for reviewing and awarding the contracts was delayed due to Covid19. However, orders have subsequently been placed and the Fleet workshop had been configured for the commissioning and decommissioning of new and old vehicles.</p> <p>The ACOR informed there is an issue with supply of high-performance vehicles and the Force were looking at diversifying their fleet in order to manage any manufacturing issues in the future.</p> <p>The Estate Implementation Group were progressing the electric charging points, to ensure the appropriate infrastructure was in place for the expansion of electric vehicle numbers in the future.</p> <p>The PCC requested a report on the benefits or disadvantages of using the Blue Light Framework.</p> <p>The PCC advised us that whilst he supported the expansion of electric vehicles within the Force in accordance with the Wellbeing of Future Generations Act, he would like to see a comparison report of the running costs and upfront costs of increasing these type of vehicles, including the infrastructure, to ascertain if it would be value for money.</p>	<p><b>ACOR</b></p> <p><b>ACOR</b></p>

<p>The CFO suggested that further assurance be provided in relation to the electrification of fleet vehicles, to ensure it linked in with the sustainability and environmental Greener Gwent Strategy, to make sure the infrastructure was in place for operational continuity. It was agreed that further discussion would be had outside of the meeting.</p> <p>Mileage costs had decreased in relation to pool cars usage during Covid19, due to agile working as staff members were not using them. However, usage of marked and unmarked police vehicles continued for operational purposes in the usual manner.</p> <p>Savings of over £30k had been identified as a result of decreased business mileage, as staff members were not using their own vehicles to travel to business meetings. There was potential therefore for there to be a recurrent saving given the new agile working protocol, as many meetings could take place online. This was being monitored on a monthly basis.</p> <p>The number of jobs processed through the Force workshop during 2020/21 was lower than the previous year; however, the number of external jobs completed was higher than any of the previous 5 years. The reasons for this include the impact of Covid19, which caused the Force to outsource certain jobs such as vehicles in warranty, to be carried out by the dealership.</p> <p>We noted the essential car user allowance costs had increased and were informed that this was due to the back payment of dog handlers' mileage following a Court ruling. Police dog handlers using their own and Force vehicles to and from work, should be deemed as business mileage.</p> <p>We noted the costs of accident repairs had increased and the ACOR advised us that the increased costs were a result of more vehicles being repaired, as opposed to being written off.</p> <p>The CFO advised us that the benefits of the new Telematics system to assist the Force in monitoring mileage usage, would be scrutinised through the Service Improvement Board. This would ensure any savings could be captured and re-invested efficiently.</p>	<p><b>Action</b></p>
<p>We noted there was zero mileage for essential users in 2019/20 page 4, table 3.3 and requested the ACOR update the figures.</p>	<p><b>ACOR</b></p>
<p>The CFO referred to page 10, 6.2 and noted there was narrative relating to the arrangements in terms of Value for Money but there was no data on the level of delivery resulting from those arrangements. The ACOR informed us that National bench marking exercise in conjunction with the National Association of Police Fleet Managers (NAPFM) had not been conducted due to Covid19, therefore, the comparison data was not available. However, the data from the Tranman system on the collaborative vehicle maintenance repair arrangements provided by the Fleet Workshop Tranman system could be provided.</p>	<p><b>ACOR</b></p>

16. <u>ICT DIGITAL ANNUAL REPORT</u>	Action
<p>We received and noted the ICT Digital Annual Report.</p> <p>The ACOR informed us that the Shared Resource Service (SRS) and Digital Services Division (DSD) activities for Gwent Police are prioritised and monitored through the ICT Delivery Board. This has overseen the delivery of the Force's ongoing projects along with the core services already established, including the new Headquarters, the Disaster Recovery Programme and the implementation of Sharepoint.</p> <p>DSD and SRS have been able to maintain the service provision and planned rollout of projects, despite the impact of Covid19.</p> <p>Torfaen Borough County Council (TCBC) Internal Audit had been able to complete a significant Audit Programme with the support of SRS and there had been a stepped change on the findings. Substantial and full assurance audit ratings have been achieved in a number of areas, demonstrating that the appropriate processes and control systems are in place.</p> <p>The CFO thanked the ACOR and SRS for the significant improvement in the audit findings and advised us that the Joint Audit Committee had been provided with assurance that SRS services had improved significantly and were not dissimilar to the Force TIAA internal Audit programme findings.</p> <p>We noted the Disaster Recovery Services have been finalised; the rollout of the Microsoft 365 services were continuing to be rolled out; and the Devices Team are supporting the rollout of mobile phones, laptops and BWV.</p> <p>The ACOR advised us there were variances and budget virements due to timing issues relating to the delivery of new software contracts and recruitment, resulting in an underspend of £1.2m. This would be managed through the 2022/23 budget setting process.</p> <p>We acknowledged the significant amount of work undertaken by all involved in progressing the technological programme of work, whilst maintaining existing services during Covid19.</p> <p>The CFO queried the decrease in self-service logs for ICT support. The ACOR confirmed that the aim was for users to use the online self-service, but it would take time to change the culture in the Force by instilling confidence that their calls would be answered just as quickly by logging a call online as using the telephone.</p> <p>The CFO queried the slight decrease in the number of calls resolved at FPOC and the ACOR confirmed this was mainly due to the rollout of new technology as there was secondary line support required to resolve issues that affected several individuals which could not be resolved on a one to one basis. The issues relating to the new core technology have been mainly been resolved, so the number of calls resolved at FPOC was expected to stabilise. We were</p>	

assured that any thematic areas would be picked up through the ICT Delivery Board, should there be any to improve response rates.	<b>Action</b>
<b>17.EXCLUSION OF PRESS AND PUBLIC</b>	
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.	
<b><u>18.PRESENTATION ON THE STRATEGIC ASSESSMENT AND THE STRATEGIC REQUIREMENT BRIEFING</u></b>	
<p>We received a presentation on the Strategic Assessment and the Strategic Policing Requirement Briefing (SPR).</p> <p>The HoC&amp;FPoC advised us that the strategic assessment used the Management of Risk in Law Enforcement (MoRiLE) thematic risk assessment process, to provide an accurate and realistic evaluation of risk and harm posed by crime areas. This enabled the Force to prioritise resources effectively by feeding into the Force operational control strategy.</p> <p>The SPR was first published by the Home Secretary in 2012. It outlines the national threats and the policing capabilities required to respond.</p> <p>We noted there was very little change in the areas of focus by the Home Secretary since 2015, which include Terrorism, Serious and Organised Crime (SOC), National cyber security incidents, threats to public order, Civil emergencies and Child sexual abuse. All areas receive robust focus both nationally and in Force.</p> <p>These areas had been reviewed within the Force Control Strategy based on the criteria of high harm, exploitation and serious crime. Dedicated resources had been allocated to those areas.</p> <p>There has been a change in the types of crime, such as digital and cyber and the Force were focussing their efforts on these types of high harm crimes including SOC and drugs which overlap into cyber crime. This informs the Force's tasking process, intelligence direction and strategic direction.</p> <p>The Force have also developed a SOC and Cyber Crime Strategy which was awaiting approval, prior to progressing the resulting delivery plan.</p> <p>We noted Capability and Capacity in relation to Terrorism within the Force was good, with no resource issues identified within the local team.</p> <p>The WECTU (Wales Extremism/ Counter Terrorism Unit) recently provided PREVENT Champions' training in Force, to make sure the relevant referrals are made to ensure those open to radicalisation are safeguarded.</p>	

The PCC asked if there were any issues the CC would like to raise in relation to the events in Afghanistan, with the potential for far right issues or terrorism. The CC confirmed that the Chief Officer Team had met with WECTU to discuss the matter and intelligence gathering and monitoring risk was a key priority for the Force.

**Action**

The High-Tech Crime Unit Team are managing demand, however a report is to be presented to the next SIB requesting further resources to ensure the Force are able to manage the increases in Cyber Crime demand.

The appointment of a Kiosk manager and dedicated Local Policing Area Staffing has seen a real improvement in the number of devices that can be examined expeditiously, particularly mobile phones from Victims of Rape.

We noted an uplift in resources for the Financial Investigation Unit had been agreed and recruitment was underway, which would further improve the significant results in this area.

The Cyber PCSO continues to provide safeguarding for this complex area of crime, with continued engagement with partners and public; particularly during the Covid19 period.

There had been an increase in resources within the Public Protection Unit and the recruitment phase was still underway. There had been an improvement in the quality of the Public Protection Notices.

All 5 safeguarding hubs are up and running in Local Authority areas. The transition of the Missing Children's Team staff was now embedded in East / West of the Force and the Force has received positive feedback from partner organisations on the services provided by the Force.

There has been extremely positive work in the area of SOC which has continued throughout the Covid19 lockdown periods, with many high value drug seizures and Organised Crime Groups being disrupted.

The Force has seen over 100 protests during the Covid19 period, which has put a demand on the trained resources in the Force.

The Force has 350 Taser trained officers, with a projected training plan to increase to 400 by April 2022; then 450 by April 2023.

The PCC asked the CC if she was confident that the Force were able to provide sufficient resources in order to meet service requirements and also to provide mutual aid if required. The CC confirmed that she was satisfied that the Force were in a strong position at this point in time and she would update the PCC should that position change.

The CC and PCC acknowledged the good work and thanked all those involved for the significant achievements throughout the Force.



<b><u>19. JOINT STRATEGIC RISK REGISTER</u></b>	<b>Action</b>
<p>We received and noted the Joint Strategic Risk Register.</p> <p>The DPCC advised us that the CEx was assured that the risks were recorded appropriately and careful consideration had been given to each risk on the register to ensure it had been rated at the right level and appropriate mitigation put in place. The CEx had attended many of the Governance Boards to review the risks with the DCC and was reassured that the risks had been thoroughly scrutinised.</p> <p>The PCC thanked the DCC for her work in improving the Risk Register.</p> <p>The DPCC referred to the establishment of the SCG to ensure the appropriate emergency services were attending incidents and also the issues raised in relation to the implications of refugees settling from Afghanistan. The DPCC suggested that the matters should be addressed at the relevant governance boards, in order to distinguish if they needed to be added to the risk register.</p>	<b>DCC</b>
<b><u>20. COLLABORATION UPDATE - EXECUTIVE SUMMARY OF OPERATIONAL AREAS</u></b>	
<p>We received and noted the Collaboration Update - Executive Summary of Operational Areas.</p> <p>The PCC noted the report focussed on collaboration on an all-Wales basis and asked that the following report focussed on the impact and collaboration in Gwent. The DCC agreed to focus on collaboration in Gwent in the following report.</p>	<b>DCC</b>
<b><u>21. MINUTES OF THE JOINT AUDIT COMMITTEE, 10<sup>TH</sup> JUNE 2021 AND DRAFT MINUTES 28<sup>TH</sup> JULY 2021 MEETING</u></b>	
<p>We received and noted the Minutes of the Joint Audit Committee, 10<sup>th</sup> June 2021 and Draft Minutes 28<sup>th</sup> July 2021 meeting and agreed the issues in relation to the improvements in the ISA260 and SRS TCBC internal audit findings had been addressed in previous items.</p>	
<b><u>22. ANY OTHER BUSINESS</u></b>	
<p>There was no other business raised</p>	
<b><u>23. TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING</u></b>	
<p>There were no additional risks to those identified throughout the meeting.</p>	
<p><b>The meeting concluded at 13:24</b></p>	