

**Swyddfa Comisiynydd yr Heddlu a Throseddau, Gwent**  
**Office of Police and Crime Commissioner, Gwent**

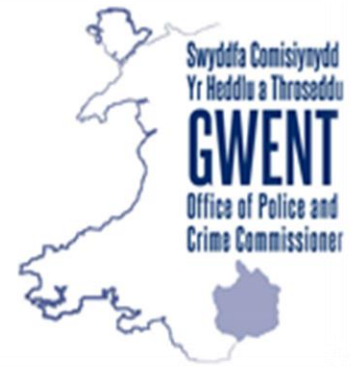
Pencadlys Heddlu Gwent | Gwent Police Headquarters,  
Croesyceiliog, Cwmbrân, NP44 2XJ

Ffôn | Tel: 01633 642 200

E-bost | Email: commissioner@gwent.pnn.police.uk

Gwe | Web: www.gwent.pcc.police.uk

Comisiynydd Heddlu a Throseddau Gwent | Police and Crime Commissioner for Gwent:  
**Jeff Cuthbert B.Sc., MCIPD**



The Rt Hon Priti Patel MP  
Home Secretary  
Home Office  
2 Marsham Street  
LONDON  
SW1P 4DF

8<sup>th</sup> September 2020

Dear Home Secretary

**PEEL Spotlight Report – The Hard Yards: Police to Police Collaboration**

As required by statute, I am writing to you to respond to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL spotlight report, 'The Hard Yards: Police to Police Collaboration'.

I welcome the report and am pleased to see the acknowledgement of the efforts made by the four police force areas in Wales to collaborate via the case study on the All Wales collaboration programme. It is imperative that Police and Crime Commissioners and Chief Constables work together to provide the best possible service to the public whilst at the same time providing value for money and improving efficiency; I believe that what we have achieved to date in Wales is something to be proud of. For example, there has been notable success in the streamlining of IT services, electronic recruitment and better alignment of cross-force policies and procedures.

Despite the success we have had in Wales, we are conscious that there is still significant work to do in relation to collaboration and we await the outcome of an all Wales police collaboration review undertaken by Audit Wales whose recommendations will be taken forward in conjunction with those identified in this report. This is reiterated in the comment from the Chief Constable below:

*Gwent Police have welcomed the PEEL Spotlight Report: The Hard Yards which has scrutinised the effectiveness of Police collaborations, including our participation in the All Wales Collaboration.*

*The hard work and commitment into the focused case studies and projects has been a vast piece of work for all involved and we appreciate the detail within the report and the recommendations.*

*All Wales has been identified as having a clear purpose for collaboration and recognised for investing time and effort in this area. Our approach of having a single Chief Officer lead has cut bureaucracy and improved efficiency.*

*This report has provided excellent guidance for us and moving forward we will continue to learn from other collaborations and increase engagement with them. We will also continue to implement a process for measuring success against cost and review the current practices.*

We are aware in Gwent that specific work needs to be undertaken to identify the Gwent specific benefits the collaborations bring us and how a strategic overview of performance is reported to me locally; collaboration was most recently discussed at my Strategy and Performance Board on 3<sup>rd</sup> September 2020. A further away day between my executive team and the chief officer team is planned in October 2020 at which collaboration monitoring will be discussed in detail.

I also enclose an update in relation to the following recommendation:

**Recommendation 2: If force haven't yet implemented an effective system to track the benefits of their collaborations, they should use the methodology created by the NPCC, the College of Policing and the Home Office.**

Across Wales we develop business cases to support collaboration and these identify both financial and non-financial benefits and the delivery of these are monitored. The approach is not standardised across all collaborations and the outcome of the national work will assist us in moving forward in this area. The Assistant Chief Officer, Resources for Gwent Police has offered to be lead officer in respect of this across our collaborative partners to ensure this is progressed.

As stated earlier, I am pleased that the time and resource allocated to collaboration in Wales has been recognised as good practice nationally. There is still more to be done, but I will continue to work with the Chief Constable to ensure we build on the excellent partnership working we have across policing in Wales to provide the best service possible to the people of Gwent.

Yours sincerely



**Jeff Cuthbert B.Sc., MCIPD**  
**Police and Crime Commissioner for Gwent**