

OFFICE OF POLICE AND CRIME COMMISSIONER FOR GWENT
STRATEGY AND PERFORMANCE BOARD
22nd MARCH 2018

Present: **Office of the Police and Crime Commissioner (OPCC)**
Mr J Cuthbert– Police and Crime Commissioner (Commissioner)
Mrs S Curley – Chief Executive (CEX),
Mr D Garwood-Pask – Chief Finance Officer (CFO)
Mr N Taylor – Head of Performance, Planning and Partnerships
(HoPPP)
Mrs J Regan – Information Officer (IO)

Office of the Chief Constable (OCC)
Mr J Williams – Chief Constable (CC)
Mrs P Kelly – Deputy Chief Constable (DCC),
Mrs R Kirk – Temporary Assistant Chief Constable (ACC)
Mr N Stephens – Assistant Chief Officer, Resources (ACOR)
Mrs E Ackland – Chief Superintendent, Head of Service Delivery
(HoSD)
Mr M Budden – Temporary Chief Superintendent, Head of Local Area
Policing (HoLAP)
Mr R Jones – Communications and Engagement Manager (CEM)
Ms S Greening – Inspector, Staff Officer
Mr S Conway – Sergeant, Staff Officer

**Her Majesty’s Inspectorate of Constabulary and Fire & Rescue
Services (HMICFRS)**
Ms S Cooper – Force Liaison Lead

The meeting commenced at 10.00am.

APOLOGIES

Action

1. Apologies for absence were received from Ms E Thomas – Deputy Police and Crime Commissioner (DPCC), Mr L Webber – Head of Criminal Justice, Mr O Hughes – Communications Manager, Mr M Warrender - Detective Chief Superintendent, Head of Crime and First Point of Contact (HoC&FPoC), Ms J Everson – Unison, Mrs L Davies – Unison, Mr T Wilcox – Police Federation and Ms V Day – Police Federation.

MINUTES

2. We received and confirmed the minutes of the meeting held on the 8th February 2018.

Page 2, Actions, OPCC Website

The CEX confirmed that the SRS had now contacted the OPCC to discuss development of the new website.

Page 4, Chief Constable's Update Report

The PCC informed us that the People Trafficking and Modern Slavery event had been held in conjunction with the National Assembly and requested that this was amended.

Action

IO

Page 5, Chief Constable's Update Report

The PCC requested a briefing note on the decriminalisation of parking that he could share with the Police and Crime Panel (PCP) members that clarified what the police would continue to respond to in relation to parking offences once the transfer of this responsibility to Local Authorities in Gwent, had taken place on 1st January 2019. The CC informed us that the HoLAP had been liaising with Local Authorities to explain the changes and that the Welsh Government had been informed of these changes as well.

HoLAP

Page 10, Financial Performance Report to 31st December 2017

The CEX requested clarification on the number of new police officer recruits planned for the 2018/19 financial year. The CC informed us that three schools of 26 recruits were currently planned, he stated that plans for over programming were not yet in place but he would engage with the OPCC to ensure that there was not an underspend in this area. The CC advised us that additional posts had been added to the Public Protection department; the force also hoped to increase these numbers further. We were also advised that the transferee process would be open in 2018/19 as due to the recent recruitment processes, there were not enough experienced officers within Gwent to undertake the detective level role. The PCC stated that the delay in the force using the additional funding provided by the OPCC to recruit extra police officers had proved to be a significant issue when making a request to the PCP to agree an increase in the precept for 2018/19. It was imperative that additional funding such as this was utilised in a timely manner by the force in the future.

The CC highlighted that 100 additional officers had been recruited in one year and that next year the force should have 1,302.8 full time equivalent police officers, this being only 148 fewer than the 2010 figure and evidenced the important investment the PCC and force were making in neighbourhood policing. The PCC agreed, stating that Gwent was one of the highest spending forces in relation to neighbourhood policing in England and Wales.

The DCC advised us that work was still ongoing to ensure that first point of contact with the force was working well, and that this, in line with the investigation strategy work that was taking place, would assist in reducing demand over the medium term.

Page 13, General Data Protection Regulation (GDPR)

The CEX informed us that the four Welsh OPCCs had recently attended an awareness raising session at which the Information Commissioner's Office (ICO) provided us with an update on GDPR; she thanked the Information Officer and the All Wales PCC Liaison

Lead for arranging this worthwhile session. We were also advised that agreement had been reached by the four Welsh PCCs to advertise for a joint role to assist with ensuring OPCCs were compliant with the new legal requirements.

Action

ACTIONS

3. We received and noted the actions from the meeting held on the 8th February 2018. The following updates were provided:

Action 2, Actions – Professional Standards Department Performance Report

The DCC advised us that the force had commissioned work to look at body worn cameras and their impact on complaints and criminal justice outcomes. We were also advised that ensuring officers used BWV was an area for improvement highlighted by HMICFRS. It was expected that it would take approximately three months for the work to be completed.

Action 2, Actions – Procurement Strategy Annual Report 2016/17

We queried if the contractors appointed for the design and build of the new Headquarters, and the companies that they were using to assist them, had signed the Welsh Government's Code of Practice on Ethical Employment in Supply Chains. The ACOR informed us that they had as it was included within their contract.

Action 3, Chief Constable's Update Report

The CC advised us that it was not yet possible to provide an update on the impact the recruitment of additional Mental Health Practitioners for the Force Control Room had on demand. He stated that he would consider feedback from staff as well as statistical information and would provide a full briefing to the next meeting.

CC

Action 6, Discussion on the Draft Joint Well-Being and Vulnerability Strategy

The PCC informed us that it had not been possible to present the strategy to the PCP as it had not been finalised. The meeting had taken place as stated on the 19th March, with final amendments being made. The strategy was still on track to be finalised by the end of March 2018.

Action 7, Hate Crime and Disability Related Harassment Monitoring Report

We noted that the update in relation to attrition rates for disability hate crime would be provided within the CC's Update Report.

Action 8, General Data Protection Regulation

We noted that the development of the GDPR NCALT online training package was still undergoing development nationally and queried if there was a timeline for this. The ACOR stated that a presentation was to be given on GDPR and the force action plan to the Scrutiny and

Performance Executive Board in order for managers to understand progress. Packages were being sent out nationally and were being distributed as appropriate; a focus needed to be placed on these areas of work to ensure departmental heads were aware of these requirements prior to the 25th May 2018.

Action

The DCC stated that the implementation of GDPR would impact on the force over the next 12-18 months in relation to governance and training and suggested that it was raised and discussed via the risk register at every SPB meeting. We were also assured that this would feature within the DCC's internal force meetings to ensure a continued focus was placed on this important area.

**DCC/
ACOR**

The CEx informed us that if the ICO were to investigate the force they would expect to see evidence that training had been undertaken on an annual basis.

Action 9, Joint Risk Register

The CFO informed us that the risk in relation to financial reserves would now remain on the risk register but that there would be a change in focus for the risk in order to include the perception of the public in relation to the reserves held by the PCC.

CHIEF CONSTABLE'S UPDATE REPORT

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

The CC informed us that HMICFRS were currently undertaking a thematic inspection of hate crime. To date, the feedback received from the inspection had been positive. The PCC raised concern in relation to information he had received regarding 'Punish a Muslim' day that was due to take place on 3rd April 2018 and queried if the force had a plan in place and if any concerns had been raised by the public. The CC assured us that there was a plan in place which would also be discussed with partners and that the Local Policing Area Commander for Newport, who was leading the work in this area, was monitoring the situation closely.

We noted that work was continuing on the Force Management Statement (FMS), the CC advised us that the final version would be provided to HMICFRS by the end of May deadline. The DCC stated that the production of the FMS provided an opportunity to delve into force resourcing and budgets and to also consider future challenges. We agreed that it was important that the first iteration was completed correctly as this would lay the foundations for future reports, the DCC also advised that the force would consider producing an executive summary which would be suitable for public consumption.

The PCC stated that the FMS closely reflected the priorities set out in the Police and Crime Plan and suggested that the force use the information needed for the FMS, to also provide the information

required at the SPB and the PCP, in order to streamline processes. He advised us that the Information Officer was undertaking a review of these meetings to ensure relevant information was considered at this forum prior to submission to the PCP for scrutiny.

Action

The HoPPP suggested that it would be useful for the FMS to be presented to the May/June meetings of the Public Service Boards (PSB) to assist in the development of their action plans. The DCC advised us that she would consider this suggestion depending on when the final document was completed. The CEx informed us that although the PCC and CC were not required by law to sign the PSB action plans, we had been asked to provide a joint letter indicating support for the plans. We agreed that the OPCC and force would each brief their relevant staff members on the PSB action plans as they were received.

DCC

PCC/CC

The Force Liaison Lead informed us that she was now undertaking this role for all four Welsh forces and hoped that it would provide assistance in relation to partnership working.

The CC highlighted that the force had now created a Chief Inspector role dedicated to domestic abuse. This had been progressed as a priority for the force as a result of the recent HMICFRS inspection. We were advised that an action plan to progress with the recommendations from the inspection was now in place and that the HoLAP was leading a review to ensure that body worn cameras were being utilised in order to assist in the gathering of evidence; as previously mentioned, this review would take approximately three months.

We noted the excellent outcome of the inspection undertaken by the Investigatory Powers Commissioner's Office. This was the first occasion that the force had not received any recommendations as a result of the inspection with the CC highlighting that the force had been singled out for praise in this area for three consecutive years.

The CC brought to our attention the success of his commendation ceremony which had taken place on the 19th March 2018 with a total of 165 people receiving awards. The CC advised us that he was considering whether this was an event that could be held bi-annually.

We were advised that at the PCP meeting on the 16th March, a query was raised in relation to the work the force was undertaking within the area of Female Genital Mutilation (FGM). The CC informed us that the force had received no reports of FGM over the previous twelve months and highlighted that we were one of only five forces nationally to have a dedicated Human Trafficking team. The ACC also advised us that there were processes in place with schools to highlight any concerns they may have in relation to forced marriages. The PCC thanked the force for the update and requested that a report was produced to explain what action the force was taking in relation to this area and the processes that were in place. This would then be circulated to the PCP for their information.

CC

ORGANISATIONAL COMPLIANCE MONITORING

Action

PROFESSIONAL STANDARDS PERFORMANCE REPORT

5. We received the Professional Standards Department (PSD) performance report for monitoring.

We queried the increase in recorded complaints in quarter 3 compared to quarter 2 and highlighted that the report stated that this referred to a 2% increase when in fact the increase would be much larger. We also noted that the report indicated that there had been a downward trend over the previous twelve months when the graph provided showed that this was not the case. The DCC offered to look into the increase in complaints to determine the reason for the increase, as well as re-looking at the figures and the explanation that was contained within the report. She did however inform us that where appropriate, learning arising from a complaint is discussed and shared to ensure that the same issue did not reoccur.

DCC

The DCC advised us that work needed to be undertaken to determine why three appeals were upheld by the Independent Office for Police Conduct (IOPC). Work was also ongoing to ensure complainants were kept informed with the progress of their complaint; this was currently a key area of focus for the force.

The DCC informed us that 7% of complainants had declared their ethnicity as being non-white. She had requested that the Independent Advisory Group (IAG) review this to ensure there was not an issue in this area.

We were made aware that since the publication of this report that a further police officer had been dismissed from the force without notice for dishonesty.

The DCC stated that there continued to be a variable cost in relation to misconduct hearings and that it was timely for work to be completed in order to understand if any savings could be made in this area.

DCC

We were reminded that vetting was an area for improvement for the force. Investment had been made in staffing levels and there was a clear plan in place to December 2018, by which time vetting for all staff should be up-to-date.

Abuse of position for sexual gain was currently an issue within policing. The force had been very proactive in this area and had been highlighted as best practice and as a result forces across England and Wales were visiting to understand what was being done in this area.

The DCC indicated that the IOPC complaints information bulletin had only recently been received and that she would be requesting the assistance of an analyst to review the information. We were advised

that this would be monitored via the DCC's Scrutiny and Performance Executive Board meeting with headlines and areas for improvement brought back to a future meeting of this Board.

**Action
DCC**

We noted that although not a concern, the number of days taken for the force to finalise complaints needed to be improved.

We noted that of the 13 new misconduct cases recorded, four related to off duty conduct; we queried if there were any themes of concern. The DCC informed us that the majority related to incidents that had taken place over the Christmas period and that she was pleased staff felt confident enough to report these incidents. We queried if there was a theme in relation to where people were in their career. The DCC advised us that there was not a correlation and that one of the key messages relayed to new recruits was the importance of their behaviour whilst off duty.

The CEx informed us that the codes currently utilised to record complaints were being reviewed and would likely be amended on the introduction of the complaints element of the Policing and Crime Act 2017. We noted that 'Neglect of Duty', which encompassed a range of complaints would likely be removed in early 2019 and replaced with more specific categories.

APPROVAL OF THE ASSET MANAGEMENT STRATEGY 2018/19

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

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

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

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

The strategy ensured that the PCC's assets produced value for money and that they were utilised and disposed of correctly as well as considering the carbon footprint produced by all assets and the sustainability of buildings.

We were advised that the report had been received by the Joint Audit Committee (JAC) at their meeting on 8th March 2018.

The ACOR advised us that a value for money exercise was currently

being undertaken in relation to the Private Finance Initiative on Ystrad Mynach Police Station. If the current finance arrangements were not deemed to be providing value for money to the PCC then consideration would be given to settling the loan. We noted that the Welsh Government had been involved throughout the process.

Action

The CC left the meeting at 11am.

The CFO requested that the 'Governance Body and Reporting Line' table was amended to reflect the force's new governance arrangements.

ACOR

The PCC agreed to approve the Asset Management Strategy.

We agreed to postpone Item 3d, 'Approval of the Manual of Corporate Governance' until his return as the report required both the PCC and CC approval.

We agreed to take Item 3e, 'Procurement Strategy'.

PROCUREMENT STRATEGY

7. We received the Procurement Strategy for 2018/19 from the ACOR.

The ACOR informed us that the strategy had been reviewed by the collaborative lead officer for procurement who had confirmed that no changes needed to be made. As well as presenting the overarching strategy, the report also contained the work plan for the procurement department over the coming 12 months.

The CC re-joined the meeting at 11.05am

The ACOR advised us that the force worked with other public sector partners as appropriate in relation to procurement to ensure that value for money was achieved.

The PCC queried why the financial, personnel and legal sections of the report had not been completed as there were likely to be implications in these areas. The ACOR agreed to clarify these areas and ensure they were completed for future iterations of this report.

ACOR

The DCC suggested that the costs benefits of collaborative procurement could be included in the FMS. The CFO agreed that the Southern Wales collaborative spend would need to be included. The ACOR advised us that before we commit to a procurement process, we always consider whether a collaborative framework could be utilised in the first instance in order to achieve value for money.

HMICFRS queried if work on the collaborative opportunities for inclusion in the FMS would be undertaken across all force areas, as applicable, in Wales. The HoSD informed us that this was being

worked on jointly by all forces.

Action

APPROVAL OF THE MANUAL OF CORPORATE GOVERNANCE

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

The CEx reminded us that the MoCG set out the relationship between the PCC and CC. We noted that the JAC had considered and recommended the proposed amendments for approval by the PCC and the CC.

The CEx advised us that a further review would likely take place in approximately six months as future statutory changes in relation to the GDPR and the Financial Management Code of Practice had been identified.

The PCC and CC agreed to approve the amendments to the MoCG for 2018/19.

SHARED RESOURCE SERVICE STRATEGY

9. We received the annual review of the Shared Resource Service Strategy from the ACOR.

We noted that in addition to the annual review of the strategy, information relating to ongoing national IT work was also provided as was a draft joint Digital Strategy for comment.

The ACOR advised us that the governance arrangements at 3.6 of the strategy had been adjusted to reflect changes made within the organisation.

We were informed that a collaborative Digital Services Division (DSD) had been established between Gwent and South Wales Police; the DCC was joint Chair. We were reminded that work was ongoing to roll out new technology in the form of laptops and mobile devices. The DCC also stated that key messages needed to be circulated to the public to inform them that the new technology would enable staff to be more efficient and allow them to access information much quicker; it was important for the public to understand that we were future proofing their police service. The DCC thanked the ACOR for his work to date in this area and informed us that there were now additional resources to provide support in ensuring we continued to be at the forefront of implementing these national areas of work. The DCC extended an invitation to the PCC to attend a workshop she was holding so he could understand the type of work that was being developed.

DCC

The DCC requested feedback from us in relation to areas that could be included in the Digital Strategy. We noted that the final version of the strategy would be provided to a future meeting. We were informed that

OPCC

DCC

a Communications Officer had been allocated to the DSD and was jointly funded by Gwent and South Wales. The DCC requested, that where possible, the PCC provided key messages to the public via the meetings he held in relation to this area of work. The DCC would ensure these messages were agreed and be provided to him as necessary.

Action

DCC

The PCC was pleased to hear progress was being made and that it was positive that officers would be able to access information and respond to the public quicker. He queried how the SRS would be able to support the work being undertaken nationally and by the DSD, as we were the only partner that was an emergency service operating 24 hours per day. We were informed that this had been considered by the Chief Officer team, we noted that the SRS was more local authority centred, whereas police forces had started to collaborate more on a local and national basis due to the requirements of the service.

The ACOR informed us that the ten year agreement with the SRS would expire in 2021 and that the OCC and OPCC would need to identify what their requirements were for the future.

The CFO stated that within the DSD strategy he could not see the link between the local and national work that was taking place nor the Police Transformation Fund projects which related to ICT, and requested that an infographic on this area was included. He also requested that clarity in relation to the complicated governance arrangements within this area was explained, as was that of the financial aspects such as the budget for the SRS, the budget that Gwent holds for ICT projects and the funding that was given to the national police ICT company. He stated that he would work with the ACOR to ensure that the strategy was fully costed.

DCC

**CFO/
ACOR**

The DCC believed that the SRS were able to facilitate sharing of partnership data with local authorities and would be concerned if we fully withdrew from the partnership.

The PCC stated that all options would need to be considered and that further work needed to be undertaken in this area.

PEOPLE PLAN OUTTURN REPORT 2017/18

10. We received the People Plan Outturn Report for 2017/18 from the DCC.

The DCC advised us that seven force chaplains, all non-denominational, had now been appointed to force to support the programme of well-being.

The Head of People Services was currently working with partners in relation to occupational health to determine if specialist support services could be outsourced.

The CFO queried if there was an opportunity to review previous injury payments and the percentage of these that resulted in pension awards. The ACOR offered to look into this further.

**Action
ACOR**

The DCC informed us that the Chief Officer Team had recently received a briefing on 'My Path' which was a performance and staff development tool that would be replacing the 'Personal Development Review' system previously used. South Wales Police were looking into the possibility of collaborating with the force in this area.

The DCC reminded us of the work the force was undertaking to encourage applications from the Black, Asian and Minority Ethnic (BAME) communities but also highlighted that the force recognised the need to retain and develop these individuals; work was ongoing to improve this area as we noted that there were no black police officers above the rank of Sergeant in Gwent. The DCC advised that the force had agreed to recruit an outreach worker to encourage people from under represented communities to join the police service, part of their role included attendance at schools and universities. We also noted that to encourage BAME progression, the force were working in collaboration with South Wales and encouraging officers to meet to discuss opportunities.

The PCC informed us of the query from the PCP in relation to the mixed message contained in the performance report and that of the Well-being presentation in relation to sickness figures and requested clarification that could be shared with them.

CC

The PCC also advised us that he would like to see an increase in engagement in relation to police officer recruitment within the economically deprived areas within Gwent as well as that of BAME communities.

DCC

We requested that the personnel and legal sections of the report were completed in future.

DCC

The CEx informed us that the members of the PCP who had attended the awards evening had been pleased to hear about the focus the force was placing on well-being.

EXCLUSION OF PRESS AND PUBLIC

11. The information contained in the report(s) below has been subjected to the requirements of the Freedom of Information Act 2000, Data Protection Act 1998 and the Office of the Police and Crime Commissioner for Gwent's public interest test and is deemed to be exempt from publication under section 7.

The meeting was paused for 10 minutes at 11.50am.

JOINT RISK REGISTER

Action

12. We received and monitored the Joint Risk Register.

The ACOR informed us that the risk in relation to creditor payments was being closely monitored in conjunction with the CFO and Head of Finance. We noted that a detailed report had also been presented and scrutinised by the JAC. The CFO advised us that payments to small and medium sized business and critical services had been prioritised and requested that the force sent a letter to key partners to apologise of the delay in meeting payments, informing them of the issues we had been experiencing. The ACOR would ensure that this was progressed today.

ACOR

The CEx highlighted that when the risk register was looked at as a whole document, it was not easy to understand why certain risks, such as the Welsh Language which had been largely mitigated against, received a higher risk rating than risks such as the GDPR. The DCC offered to review the document in its entirety at the next Scrutiny and Performance Executive Board.

DCC

COLLABORATION UPDATE

13. We received the All Wales Collaboration Board Minutes from the 21st February 2018.

The DCC highlighted the development of the Joint Analytical Demand Hub and informed us that the force had agreed to contribute an analyst for a six month time period to see what partnership data could be provided. The benefit of the role would then be reviewed at the end of the six month period.

We noted that the four Welsh forces would be undertaking police officer recruitment and selection processes jointly in the future.

We noted that opportunities for future collaboration with the specialist operations area was being considered.

The DCC advised us that learning in relation to the nerve agent attack in Salisbury was being discussed to determine if any training needs had been identified.

We queried the reasons as to why only one representative from Gwent had attended this meeting. We were informed that HMICFRS had been in force so a number of officers were unable to attend and it had not been possible to amend the date of the meeting. The DCC had however requested that more notice was given in relation to the dates of the meetings to ensure officers were able to attend. The HoSD informed us she found the meeting very useful and suggested that it would be worthwhile for those in charge of the change programmes within each force area to also attend.

BREACH REPORTING PROCESS

Action

14. We received a report from the ACOR on the reporting of data incidents and breaches which related to the recent release of breach information by the force as part of a Freedom of Information request.

The PCC opened the conversation by highlighting his concern that neither the CC nor the PCC had been made aware of these data breaches prior to them being published in the press. He stated that the current processes in place to authorise the release of information to requests made under the Freedom of Information Act and the reporting of data breaches were flawed and needed to be reviewed. It was imperative to ensure that the CC and the PCC were briefed on issues such as these.

The ACOR informed us that there was a security issue with a force programme that meant personal data could have been accessed by someone with the technical knowhow; there were a number of factors, such as needing to know a complicated web address, that made this unlikely to have happened. This incident had since been reported to the ICO; we noted that the force were awaiting a response to their report. The ACOR advised us that the force had not received any contact from members of the public who were concerned that their personal data may have been accessed.

The PCC stated the importance of the force being aware that a release of information, especially in relation to areas such as breach reporting, may lead to media enquiries and articles released in the press and that a plan should be in place to respond to them.

The CC informed us that the DCC would be leading a review in this area. The ACOR advised us that the report highlighted the suggested amendments to the processes that had been identified, such as information security being placed within the data management department. He also informed us that the Corporate Communications department had previously reviewed all FOI responses prior to their release in order to determine if there was the potential for a news story and to enable them to advise the Chief Officer team and prepare a response; he suggested that the DCC may want to consider reintroducing this process when undertaking the review.

DCC

DCC

The CFO suggested that to ensure the review was completely independent, that the internal auditors could be utilised to assist in the process.

DCC

The DCC advised us that she would ensure the review was completed as quickly as possible.

The CEx stated that she was reassured with the proposed plans highlighted in the report and was pleased that the ICO had now been informed of the incident.

ANY OTHER BUSINESS

Action

15. There was no other business to be raised.

TO IDENTIFY ANY RISKS ARISING FROM THIS MEETING

16. There were no risks identified as a result of the meeting.

FOR INFORMATION

17. We noted the minutes of the following meeting:

- Strategic Planning Group, 13th February 2018

The CEx highlighted the discussions that had taken place in relation to public confidence. It was agreed that public messaging needed to be streamlined and that the force should agree on a few key messages that would be focussed upon on a frequent basis, particularly in relation to public confidence. The ACC informed us that the Corporate Communications department would be feeding into the Operational Policing Board to assist with this, the CEM also advised us that the system they now used would enable this co-ordinated approach to take place.

The meeting concluded at 12.35pm