

Agenda – Public Accounts Committee

Meeting Venue:

For further information contact:

Video Conference by Zoom

Fay Bowen

Meeting date: 7 December 2020

Committee Clerk

Meeting time: 08.30

0300 200 6565

SeneddPAC@senedd.wales

(Private Pre-meeting)

(09.00 – 09.30)

In accordance with Standing Order 34.19, the Chair has determined that the public are excluded from the Committee's meeting in order to protect public health. This meeting will be broadcast live on www.senedd.tv

1 Introductions, apologies, substitutions and declarations of interest

(09.30)

2 Scrutiny of Accounts 2019–20: Evidence session with the Welsh Government

(09.30 – 11.00)

(Pages 1 – 35)

Research Briefing

PAC(5)–26–20 Paper 1 – [Welsh Government Consolidated Accounts 2019–20](#)

Shan Morgan – Permanent Secretary, Welsh Government

Gawain Evans – Director of Finance, Welsh Government

Peter Kennedy – Human Resources Director, Welsh Government

Natalie Pearson – Head of Organisational Development and Engagement,
Welsh Government

David Richards – Director of Governance and Ethics, Welsh Government

3 Paper(s) to note

(11.00 – 11.15)



3a Auditor General for Wales Report: Covering teachers' absence: Follow-up (12 November 2020)

PAC(5)-26-20 PTN1 – Auditor General for Wales Report: [Covering teachers' absence: Follow-up](#) (12 November 2020)

3b Medicines Management: Letter from the Welsh Government (16 November 2020)

(Page 36)

3c Auditor General for Wales Letter: Preparations for the end of Brexit transition (16 November 2020)

(Pages 37 – 50)

3d Auditor General for Wales Report: Code of Audit Practice (30 October 2020)

(Pages 51 – 52)

PAC(5)-26-20 PTN4 – Auditor General for Wales Report: [Code of Audit Practice](#) (30 October 2020)

PAC(5)-26-20 PTN4A – Letter from the Auditor General for Wales (18 November 2020)

3e Auditor General for Wales Report: Providing Free School Meals During Lockdown (24 November 2020)

PAC(5)-26-20 PTN5 – Auditor General for Wales Report: [Providing Free School Meals During Lockdown](#) (24 November 2020)

3f Auditor General for Wales Report: NHS Wales Finances Data Tool (27 November 2020)

PAC(5)-26-20 PTN6 – Auditor General for Wales Report: [NHS Wales Finances Data Tool](#) (27 November 2020)

3g Community Safety in Wales: Correspondence from the Welsh Government (November 2020)

(Pages 53 – 92)

4 Motion under Standing Order 17.42 to resolve to exclude the public from the meeting for the following business:

(11.15)

Item 5 and Item 1 of the meeting on 14 December 2020

5 Scrutiny of Accounts 2019–20: Consideration of evidence received

(11.15 – 12.30)

Document is Restricted

Agenda Item 3b

Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/
Prif Weithredwr GIG Cymru
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group



Llywodraeth Cymru
Welsh Government

Nick Ramsay MS
Chair
Public Accounts Committee
Welsh Parliament
Cardiff Bay
Cardiff
CF99 1NA

16 November 2020

Dear Mr Ramsay

Medicines Management

Further to my letter of 28 August, I am pleased to be able to confirm the revised Patient Safety Notice (PSN) 055 The Safe Storage of Medicines: Cupboards, which provides advice on appropriate environments for the storage and preparation of medicines and replaces PSN 030, has now been published on the NHS Wales Delivery Unit's [website](#).

Yours sincerely



Dr Andrew Goodall

cc: Andrew Evans, Chief Pharmaceutical Officer, Welsh Government
CGU Mailbox
Cabinet Mailbox



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David Rees MS
Chair, External Affairs & Additional
Legislation Committee
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Reference: AC/224/caf
Date issued: 17 November 2020

Dear David

Preparations for the end of Brexit transition

I published my report on 'Preparations in Wales for a 'no-deal' Brexit' in February 2019. That report summarised the results of my audit work across Welsh public bodies to assess their preparedness. I subsequently wrote to you in September 2019 updating the position with regards to preparations for a no-deal Brexit. That letter set out some of the key challenges for public services who were, at that point, facing the prospect of the UK leaving the EU without a Withdrawal Agreement on 31 October 2019.

Since then, much has changed although many of the challenges and issues remain familiar. As we know, the EU and UK agreed to extend the 31 October 2019 deadline. Following the general election, the UK and EU ratified a revised Withdrawal Agreement and on 31 January 2020 the UK left the European Union. The UK entered an eleven month 'transition period' provided for in the Withdrawal Agreement. At the same time, negotiations started on a new relationship with the EU, with the intention that a new agreement would be in place by the end of the transition period.

At the time of drafting this letter, there remains a prospect that the UK will leave the transition period on 31 December without an agreement on the future relationship. The UK Prime Minister had set a deadline of 15 October, but that date has passed. Negotiations are continuing although there remain differences between the EU and UK in some key areas.

Even with an agreement, there will be consequences for Welsh public services and the wider Welsh economy and society. Since I last reported, the UK Government's ambitions for the future relationship have changed considerably. The UK Government is seeking a free trade agreement along the lines of that which the EU has with Canada. If agreed, this would probably involve removing most or all customs tariffs between the UK and EU. But there will also be new non-tariff barriers, including new checks on goods coming in and out of the country. There will also be a new migration regime, impacting on the rights of EU citizens to work in the UK and vice versa.

Welsh public services are now facing the challenge of preparing themselves and the wider society for these changes while also dealing with the impact of the COVID-19 pandemic. In some ways, the previous work to prepare for Brexit has helped with the response to COVID-19. When I wrote to you in September 2019, I said:

“Brexit planning constitutes the most comprehensive example of cross-government working that we have seen the Welsh Government undertake to date. There will undoubtedly be valuable lessons for the Welsh Government to draw from this experience and how its approach could perhaps be adapted for use in tackling other cross-cutting public service delivery challenges.”

Those we spoke to in preparing this update told us that the structures, planning and relationships developed to prepare for Brexit had all helped as part of the response to the pandemic. There were also specific practical benefits, for example the Welsh NHS reports that it drew on Brexit buffer stock as part of the COVID-19 response. In many respects, the work to prepare for the end of transition and to respond to COVID-19 is being integrated and co-ordinated together.

Despite the additional pressures, Welsh public services have continued to keep arrangements in place to prepare for the end of transition. The Welsh Government has updated its structures, with a new Assurance Board. The collective pan-public service arrangements have remained in place. Lead bodies for the main sectors of the Welsh public service told us that, as of October, activity was again ramping up on collective efforts as well as within individual bodies.

When I wrote in September 2019, I noted the Welsh Government's concerns about engagement with the UK Government. The Welsh Government reports that the relationship deteriorated in the first half of 2020 but has improved more recently, with increased sharing of information and engagement. As an example, last year, the Welsh Government and UK Government were working to a shared plan for civil contingencies, Operation Yellowhammer. At the time we did our fieldwork, there was no such common plan. The Welsh Government has since told us that after a period of having limited access, it is now more sighted of UK Government scenario planning documents and that joint working is strengthening.

The Welsh Government has its own plan in place setting out the actions that need to be delivered. It published its End of Transition Action Plan on 11 November. The difficulty is getting that work done in the timescale and providing the necessary human and financial resources while also responding to a pandemic that has been occupying all parts of government since March. Many of those previously involved in work preparing for Brexit have been heavily involved in the response to COVID-19 with little opportunity for a refresh over the summer. I also note that the end of the transition period could coincide with the period of peak deaths in Wales from the second wave, according to the modelling used by the Welsh Government COVID-19 Technical Advisory Cell.

The move to a new relationship with the EU is a critical issue for the well-being of the citizens and communities of Wales. Despite the competing priorities at present, that means putting significant resources in place to provide sufficient capacity to deliver the necessary actions and to bolster the resilience of public services both in the short and longer term.

I hope this letter and the accompanying detail supports the Committee in its consideration of the issues around preparing for the end of transition.

Yours sincerely,



ADRIAN CROMPTON
Auditor General for Wales

Preparations for the end of Brexit transition

About the work we carried out

We have conducted a very high-level review during September and October to inform this update. We have interviewed senior Welsh Government officials responsible for Brexit planning, as well as officials from the Welsh Local Government Association (WLGA) and the Welsh NHS Confederation. We also interviewed officials from Hybu Cig Cymru (Meat Promotion Wales) and Natural Resources Wales, two of the publicly funded bodies potentially most directly affected by Brexit.

We have reviewed documents held by the Welsh Government, including its over-arching action plan, which was published very recently, and other detailed planning documents. We have not carried out any work to test the plans reviewed and therefore have not sought to form a view on how effective they are likely to be. Nonetheless, the published plan clearly covers the main areas of risk and reflects the more detailed plans and underpinning activity.

The key risk areas arising from the end of the transition period

The Welsh Government has developed a new End of Transition Plan. We have drawn on the issues set out in the plan to identify the key areas of risk (**Figure 1**). Some of these cover areas that are not devolved or where action by Welsh public services is linked to UK-wide activities. In some instances, the issues are similar whether there is an agreement or not, in particular the requirement for checks at the ports and a new trading relationship for businesses. In other cases, the issues are specific to the scenario where the UK and EU are unable to reach agreement.

In summarising these issues, we focus below primarily on those areas that the Welsh Government's assessment shows are of greatest concern. In addition, there are specific issues within the plan, such as data adequacy¹, which are also of significant concern but are not seen as the highest risk. Other issues include operational preparedness across the environment and rural affairs, where there are around 70 projects including in areas such as regulation of ozone depleting substances, animal and plant health and pesticides and fisheries enforcement.

¹ The EU is yet to decide whether the UK has an 'adequate' level of data protection. If it is deemed 'adequate', data can be sent from the European Economic Area to the UK without the need for further safeguards.

Figure 1: Key issues covered in the Welsh Government’s End of Transition Plan

	<p>Operational activities: Issues relate in particular to preparations for the infrastructure, traffic management and service delivery issues around new hygiene and border control checks at Welsh ports.</p>
	<p>Business readiness and support: Issues relate in particular to general efforts to prepare businesses for a change in the nature of the trading relationship with the EU, with particular concerns about the red meat sector and fisheries in the event of there being no agreement with the EU.</p>
	<p>Supply of critical goods: Issues relate in particular to disruption to supply chains for critical goods required by the NHS and other public services, with the Welsh Government having particular concerns about the effectiveness of UK-wide mechanisms to manage these risks.</p>
	<p>Welsh Government resources and responsibilities: Issues relate to the lack of clarity over what will replace EU Structural Funds from 2021 onwards and concerns about staffing capacity to deliver on the 4,000 or so functions the Welsh Government will take over as a result of leaving the EU.</p>
	<p>Communities and public services: Issues relate in particular to supporting EU citizens and concerns related to recruiting and retaining EU workers in the health and care sectors.</p>

As part of its assessment, the Welsh Government has identified more than £50 million of activity to be delivered that is not yet funded. It is calling for the UK Government to provide additional funding, including funding to cover the bulk of this activity.

Operational Activities

Ports: regardless of whether there is a ‘deal’, new checks on goods will need to be carried out at UK ports, including those in Wales. The Welsh Government will be responsible for administering checks on animal and plant-based products in Wales². Her Majesty’s Revenue and Customs (HMRC) will be responsible for customs border checks. The UK Government has decided to phase in these border checks between January and July 2021. The phasing is set out in the UK Government’s Border Operating Model, which it published in October 2020.

To prepare for these changes, the Welsh Government will be involved in the construction of two new inland sites; one in North Wales and one in South-West Wales. The site in North Wales, which is being led by HMRC, will have joint operations conducted by HMRC and Welsh Government. The Welsh Government told us that the UK Government had only recently confirmed that the site in South West Wales will not run joint operations. Therefore, the Welsh Government will need to appoint its own contractors.

Delivering these new sites on time looks challenging. The need for a site in South-West Wales was identified later than for North Wales, and planning is at the very early stages. Progress in North Wales has been delayed for a variety of reasons, including initial sites not proving feasible.

The costs of the new infrastructure are uncertain as it is still unclear what the design, construction, operation and staffing level of the sites will look like. The Welsh Government expects that, once up and running, the border and hygiene checks will become largely self-financing as charged services.

There are possible challenges in finding enough people to operate the systems and do the checks. In particular, the environmental health staff needed for hygiene checks are currently in high demand to support the response to the COVID-19 pandemic, including supporting Test, Trace and Protect and enforcing COVID-19 regulations, for example in the hospitality sector. In addition, Welsh Government employed official veterinarians and technicians will also be required to conduct certain checks at borders.

² In technical terms these are ‘sanitary’ checks which protect human and animal health and ‘phytosanitary’ checks which protect plant health.

Ports – traffic management: the Welsh Government has identified the risk of significant traffic disruption in North Wales as a result of congestion at Holyhead. At the time of our fieldwork the Welsh Government was awaiting updated ‘flow analysis’ from the UK Government Department of Transport and the Border and Protocol Delivery Group. We understand it has now received that analysis. The Welsh Government expects that the costs of increased traffic management could be anything from £300,000 to £5 million over a six-month period. The Welsh Government does not expect major delays and traffic management issues around the ports in South-West Wales.

Business Readiness and Support

Red meat: The Welsh Government has identified that the red meat sector has an increased vulnerability as a result of COVID-19, and in particular the sheep sector given its high reliance on exports³. If there is no trading agreement and the sector faces high tariffs, a loss of the export market, combined with the food service sector not being back up to capacity (due to COVID-19), is likely to have a severe financial impact on farming businesses. This could have knock-on consequences for individual well-being and animal welfare. The Welsh Government has draft plans for a support package for the sector but is calling for the UK Government to make funding available for delivery.

Fisheries: During the winter months export levels tend to increase and the industry is expected to be vulnerable to a no-deal scenario. The Welsh Government recognises the need for financial support for the industry and is trying to convince the UK Government to develop a UK-wide support package for the sector.

Business preparedness: Many Welsh business will face new rules and checks when trading with the EU, regardless of whether there is an agreement. The EU Transition portal⁴ and Business Wales are central to business support. The Welsh Government reports that the extended period of uncertainty is causing increased pressures among businesses and a lack of capacity to prepare given the impacts of COVID-19.

It recognises that it will therefore need to reprioritise and stop other work currently being carried out by Business Wales. The Welsh Government’s work to prepare and support business is increasingly linked in with the wider work to manage the economic impacts of the COVID-19 pandemic. An example of this is the latest phase of its Economic Resilience Fund, which was initially introduced to help businesses through the COVID-19 pandemic. The Welsh Government told us that

³ In 2019, the export market for sheep and beef was worth £198.5 million to Wales, over 90% was exported to the European Union.

⁴ A page within the Business Wales webpages which acts as a landing page for business to access EU transition information in order for them to ‘stay informed and stay prepared’.

it has adapted the latest round of funding to make £100 million available to support businesses both through the pandemic and the end of the EU transition period.

The supply of critical goods

There are widespread concerns about significant disruption at the ports in the south of England impacting on supply chains for critical goods⁵. Previously, both the UK and EU had set out some temporary arrangements to ease some of the potential delays. While the UK Government intends to phase in some checks on goods entering the UK, we understand that the EU currently intends to apply the full range of checks to UK goods entering the EU.

The supply chain issues impact a range of public bodies and there has been learning from the experience of UK supply chains during the COVID-19 pandemic. As was the case with previous arrangements for a no-deal Brexit, NHS Wales (including the Welsh Government Department for Health and Social Services) is working with colleagues from around the UK to ensure continuity of supply for medicines and medical devices. NHS Wales is separately building a buffer stock of medical supplies and drugs, where necessary.

Other supply chain issues include veterinary medicines and some chemicals. We understand that the Welsh Government has contributed to a UK-wide contingency plan to manage these risks around the availability of chemicals required for the treatment of drinking water. As part of this approach, Natural Resources Wales is working with the Environment Agency in England and the chemical industry.

On a positive note, the Welsh Government considers that the experience gained from the COVID-19 pandemic has shown that the food supply chain contingency planning is robust. It considers that the operational links between Welsh Government, Defra, other devolved administrations, and businesses largely worked well in this respect. Nonetheless, the Welsh Government remains concerned about the potential impact of a reduction in choice and increases in costs, especially on the most vulnerable households. It also remains concerned about the potential public response to any shortages of certain food products and reports that it is working with the UK Government and the main supermarkets on communication to consumers.

⁵ On 6 November 2020, the National Audit Office reported that there are likely to be significant disruptions at the UK border, that there are still operational issues to resolve to reduce the risks of disruption around the short Channel crossings and that COVID-19 was making contingency plans for the supply of critical goods and medicines more difficult to enact.

Welsh Government resources and responsibilities

Current and Future Regional Funding: the Welsh European Funding Office (WEFO) reports that the current round of funding is going well. It has committed all available EU Structural funding to projects, with approximately £1 billion still to be spent up to 2023. Under the terms of the Withdrawal Agreement, the EU will continue to provide funding for projects under the current funding round even after the end of the transition period. In the event of breakdown in relations between the EU and UK and parties not observing the terms of the Withdrawal Agreement, WEFO considers that HM Treasury's guarantee to replace EU funding would protect it⁶.

The Welsh Government has expressed concerns about the lack of engagement with the UK Government regarding the future of the UK Shared Prosperity Fund, which will replace EU Structural Funds. The Welsh Affairs Select Committee also produced a critical report highlighting the lack of progress⁷. The Welsh Government has developed a draft Framework for Regional Investment. It is planning the implementation of a successor programme from April 2021 and has some projects in the pipeline. However, the programme is dependent on confirmation of funding and it remains uncertain whether the Welsh Government will have the autonomy to set its own priorities.

Delivery Functions: as a result of no longer being part of the EU, the Welsh Government expects to take on responsibility for around 4,000 legal functions previously exercised at EU level. The Welsh Government is currently completing an exercise to better understand the implications of these functions and identify options for delivering them. The Welsh Government currently sees taking on so many responsibilities as a significant risk due to staffing constraints (see below). In addition, the Welsh Government will need to consider what resources it needs to respond to the policy choices that will be available once it is no longer subject to EU rules and frameworks.

⁶ More information on how Brexit impacts structural funds and the HM Treasury guarantee can be found in our August 2018 report on [Managing the Impact of Brexit on EU Structural Funds](#).

⁷ Select Committee on Welsh Affairs, [Wales and the Shared Prosperity Fund: Priorities for the replacement of EU structural funding](#), October 2020

Legislation: The Welsh Government will need to pass new laws as it takes on new powers and fills in gaps in legislation previously filled by EU law. The Welsh Government had passed 51 laws (statutory instruments) before the UK formally left the EU on 31 January 2020. Since then, as at 6 November 2020, it had laid eight out of 21 new statutory instruments in the Senedd. Of the remaining 13, five had been drafted and translated, four were being translated and the Welsh Government had confirmed or projected dates for all to be laid. Some less critical laws will be laid in 2021. The Welsh Government had also given consent to 214 UK statutory instruments in devolved areas and expected to have to give consent to nine more by 31 December 2020. The Welsh Government is, however, concerned about the capacity to respond effectively to UK legislation implementing any new UK-EU agreement, if one is in place, which will require scrutiny and consideration of consent from the devolved legislatures. It is pressing the UK Government for early sight of draft legislation.

Communities and Public Services

The Welsh Government has concerns around the issues under this heading, which covers advice for EU citizens, especially around settled status, and issues with international transport, but responsibility for delivery generally rests with the UK Government. The WLGA and Welsh NHS Confederation told us that the issue of immigration and retention and recruitment of EU citizens in the health and social care sectors remained an area of high concern for them. The NHS Confederation told us that it had been working with UK colleagues to try to influence UK Government thinking on its future immigration plans. This work included commissioning the Wales Centre for Public Policy to research how future immigration proposals under a points-based system could impact the Welsh health and social care sector.

Resources for preparing for the end of transition

Staffing resources

The COVID-19 pandemic has had a significant impact on the staffing resource available to prepare for the end of transition. Many officials working in the EU Transition Team and many of the officials working on specific policy areas have been redeployed or had roles in the COVID-19 response. Senior staff from across the Welsh Government, who would be involved in any civil contingency response to the end of transition, have been involved in the COVID-19 response.

The Welsh Government is reviewing its staffing needs and gaps. An early analysis of the demand has identified a short-term resourcing gap of several dozen additional roles specifically for EU Exit essential activity with several hundred also potentially needed over time for critical statutory, policy or delivery functions, services and programmes or critical business activity, many of which are related to EU activities. The Welsh Government is recruiting some new senior civil servants at Deputy Director grade. It is also seeking to move some existing staff to work on EU transition and recruit additional staff on temporary contracts to backfill posts. At this stage, we have not been able to confirm how many staff have been moved nor how many have been recruited.

We have not done any detailed work looking specifically at the workforce in wider public services. However, we are aware from our engagement with NHS bodies, local government and other sectors that staff are being stretched by the response to COVID-19. We understand from our engagement with the WLGA and NHS Confederation that many organisations are combining their work to prepare for the end of transition with their work on COVID-19, as it often involves the same group of staff. Nonetheless, there is a strong possibility that public services have significantly less staffing capacity to put towards the end of transition than they did when previously preparing for a no-deal Brexit.

Financial resources

The Welsh Government has continued to run its Transition Fund. The Transition Fund aims to help businesses, public services, communities and individuals to prepare for the short and longer-term implications, risks and opportunities of the UK's new relationship with the EU and the rest of the world. When we last wrote in September 2019, the Welsh Government had committed £34.5 million through the Fund. As at June 2020 the Welsh Government had committed £47.5 million, of which £21.1 million had been spent, leaving £26.4 million to be spent. In Figure 2, we set out the 10 largest projects by spend.

Figure 2: Ten largest European Transition Fund projects by spend, as at June 2020

Projects	£ millions spent
Airbus Skills assistance	2.5
Global Wales II (support for universities)	2.4
Tackling food poverty and insecurity	2.0
Meeting Welsh Government fisheries evidence requirements for EU Exit	1.8
Red Meat Benchmarking	1.7
Local authorities preparing for a 'no-deal' Brexit	1.2
Reinforcing Wales' International Reputation and Relations	1.0
Strengthening Community Cohesion	1.0
EU Citizens Rights	0.9
Towards a Global Food Nation Wales	0.7

Note: The projects in this table are presented at a more detailed level than in our September 2019 letter, and therefore this table cannot be compared with the table in that letter.

Source: Audit Wales analysis

While the Transition Fund represents a significant source of support, the amounts are vastly exceeded by the programme of funding and initiatives that have been introduced to support business and communities to manage the economic and social impacts of COVID-19.

Governance arrangements for managing the end of transition

Preparedness for the changes in the relationship with the EU

Previously Welsh Government officials came together to prepare for Brexit at its EU Exit Committee⁸. This has been replaced by a Post EU Exit Assurance Board. The Assurance Board is supported by two sub-groups: The Implementation Board, which considers issues related to preparations for the end of transition in Wales and the Negotiations Board, which covers the negotiations between the UK and the EU and UK trade negotiations with the rest of the world. The Welsh Government Cabinet Sub-Committee on European Transition and Trade has continued to meet throughout the year to and oversee the progress of preparedness activity for the end of transition.

The Welsh Government and local government have continued to meet to share information, plan and assess readiness through the Local Government (EU) Preparedness Panel. That Panel includes some council Chief Executives, each representing a wider region of Wales, supported by a number of Directors who lead on key service areas. The WLGA reports that the Panel has continued to meet through the COVID-19 pandemic. Councils have continued to employ at least one officer with responsibility for planning for Brexit/end of transition funded through the European Transition Fund.

Collaboration between health and social care has continued, with health and social care representatives continuing to be part of the Brexit planning groups established by Welsh Government.⁹ The Welsh NHS Confederation continues to employ a dedicated staff member, who support collective planning and sharing of information across NHS Wales. It told us that while work had been ongoing, it was being accelerated with meetings and communications increasing in frequency towards the end of the transition period.

Managing civil contingencies

In my previous update, I set out some of the arrangements in place for an emergency response to a no-deal Brexit. Many of those arrangements were put to the test by the COVID-19 pandemic. The Welsh Government told us that the no-deal planning had put Welsh public services in a stronger position to respond to COVID-19, because public services had built strong networks and worked together on practice runs leading up to December 2019.

⁸ The EU Exit Committee was the senior civil servants in the Executive Committee (plus a limited number of other officials) meeting specifically to consider Brexit.

⁹ These groups include the Brexit Ministerial Stakeholder Advisory Forum, EU Transition Leadership Group and the Brexit Senior Responsible Owners' Group.

COVID-19 has shown that public services can work together and run the emergency response over an extended period. Public services went from a standing start and worked up to seven days a week (two long shifts a day). The events of COVID-19 have also provided valuable intelligence on what was previously a very uncertain area – namely the risk of the public making individually rational decisions around stockpiling that have significant potential consequences for the wider society. The Welsh Government and partners have learnt lessons from this work and factored this into their plans.

Nevertheless, significant challenges remain for any emergency response to an end of transition with no deal. It is clear from our wider engagement that while it was delivered, staffing up the response for long periods has been a significant drain organisationally and for individual staff. At the time of drafting, the Welsh Government and partners have stepped up their emergency response, combining work on the response to the second wave of COVID-19 cases with planning for the end of transition. Alongside the formal emergency planning, elected Leaders in local government have been meeting regularly, including with Ministers, to respond to the political aspects of the response to the end of transition.

A further challenge has been the engagement with the UK Government. When we wrote in 2019, there was a UK-wide plan for the key emergency issues related to a no-deal Brexit: Operation Yellowhammer. The UK Government has made clear its intention that it will not restart or replace those arrangements. It has produced a Reasonable Worst Case scenario document. However, at the time of our fieldwork, we understand that the UK Government had limited access to the full set of assumptions to a small number of individuals from the Welsh Government. Only limited sharing of small subsets of these assumptions was permitted with other colleagues in the Welsh Government, and it was not permitted to share these with partners in the wider public services. The Welsh Government told us that this created challenges in enabling a common understanding of what the risks were and how they were being managed at a UK level.

We understand that more recently these restrictions have been relaxed to an extent and joint working with the UK Government has increased. The UK Government has issued a summarised version of the Reasonable Worst Case scenario. This summary was shared with the Local Resilience Forums, which lead on local civil contingency planning. In addition, the Welsh Government is now participating in a civil contingencies board with the UK Government and the other devolved administrations. This board focuses on UK wide emergency preparations for the end of transition as well as other potential winter pressures that could have a UK-wide impact.

Mr Llyr Gruffydd MS
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Reference: AC/221/caf
Date issued: 18 November 2020

Dear Llyr

Code of Audit Practice

I am required under section 10 of the Public Audit (Wales) Act 2013 to prepare and publish a Code of Audit Practice which prescribes the way in which the functions of the Auditor General are to be carried out. The Code must embody what appears to me to be best professional practice with respect to the standards, procedures and techniques to be adopted in carrying out my functions.

As you will recall, my predecessor, Huw Vaughan Thomas, during his evidence to the Finance Committee on his audit of the 2015-16 accounts of Natural Resources Wales, explained that he had put in place arrangements to review the Code on an annual basis. I have retained those arrangements.

Following completion of a review this year, I published a revised Code on 30 October 2020, which is available at this link: [Code of Audit Practice](#)

The main changes to the Code were as follows:

- updating some legislative references, the most notable being to change references to the Assembly to the Senedd;
- replacing Huw Vaughan Thomas' foreword with one from myself; and
- rebranding the Code as an Audit Wales document.

As there are no substantive changes to the guidance in the Code there was no need to consult on those changes.

I will continue to review my Code annually and will update you as changes are made.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Adrian Crompton', with a long horizontal stroke underneath.

ADRIAN CROMPTON
Auditor General for Wales

cc Mr Nick Ramsay MS, Chair, Public Accounts Committee

Report to the Public Accounts Committee

Safer Communities Programme Update

November 2020

Contents

	Page
One – Introduction	2
Two – The Safer Communities Programme	6
Three – Programme Closure	8
Four – Transition Towards Business as Usual	8
Document 1 – Welsh Government: Working Together for Safer Communities recommendations	
Document 2 – Safer Communities Programme Closure Report	
Document 3 – SRO closure letter to Chairs of Safer Communities Board	
Document 4 – Response letter to SRO from Chairs of the Safer Communities Board	

ONE

INTRODUCTION

In 2016, the Wales Audit Office published a report into Community Safety in Wales. The report concluded that complex responsibilities make it difficult for public bodies to co-ordinate a strategic approach to community safety, which weakens collective leadership and accountability, and undermines the potential to help people stay safe.

We agreed with the fundamental conclusion of the then Auditor General, however we emphasised the point that community safety in Wales is a complex area for many reasons. The Commission on Justice in Wales in its report “Justice in Wales for the People of Wales” highlighted the extent to which community safety matters straddle the “jagged edge” between devolved and non-devolved areas of responsibility and the complexity arising as a result. These issues are addressed briefly below and in further detail in the main chapters of this report and include (but are not limited to):

- (i) The complexity of delivering non-devolved functions in a devolved landscape. This is something which impacts across all levels, politically and operationally.**

Whilst the landscape is complex there is a commitment from all devolved and non-devolved partners to work together to improve community safety in Wales. Very early on in the Programme we collaboratively developed a leadership statement setting out that commitment and the importance of the Programme’s work.

Policing in Wales is devolved to the four Police & Crime Commissioners (PCCs), who, along with the four Chief Constables, have a close and productive working relationship with Welsh Government Ministers and officials. This relationship has strengthened since the start of the pandemic. The Policing and Partnership Board for Wales ensures dialogue between Welsh Government and the PCCs and Chief Constables on a quarterly basis. The last meeting held in September and was chaired by the Deputy Minister and Chief Whip. The thematic for the meeting was Diversity, Equality and Community Cohesion. The Minister for Health and Social Services and Secretary of State for Wales also attended the meeting and the Ministry of Justice and the Home Office were actively represented by senior officials.

We work very closely with UK Government departments ensuring criminal justice policy is developed to ensure the maximum alignment with devolved services in Wales. For example, we have previously engaged with a Home Office consultation on a new legal duty to support a multi-agency approach to preventing and tackling serious violence. We questioned whether their preferred option (option one in the

consultation document¹ - to legislate to place a new duty on specific organisations to have due regard to the prevention and tackling of serious violence) would have the legislative competence to place a duty on devolved service providers in Wales. This is just one example of many that illustrates how we work with UK Government departments to ensure, so far as possible, their policies and legislation are appropriate for the Welsh landscape.

During the Covid-19 pandemic, Welsh Government worked closely with HM Prison & Probation Service (HMPPS), Public Health Wales and Health Boards to manage and control outbreaks in the prisons. We worked closely with HMPPS and the Probation Service in Wales to plan ahead – for prisoners being released under the UK Government early release programme, and also for standard releases. It is important that we not only secure appropriate accommodation for those being released from prison, but are also providing the support and social care services needed.

In May 2020 we received confirmation that the first Residential Women’s Centre will be developed in Wales. The residential women’s centre is a core part of the Female Offender Blueprint, and will be an alternative to custody, which considers an individual’s circumstances and needs.

Based on data and evidence around offender numbers and short term sentences a decision has been made to site the Residential Women’s Centre in South Wales. Welsh Government are working in partnership with the Ministry of Justice, who are the overall project lead, and other key partners to agree timescales, the service design model and the specific site.

(ii) The complexity and number of groups and organisations at regional and local level poses a significant challenge in terms of strategic and joined up leadership and alignment.

There are productive and collaborative meetings that cut across the devolved and non-devolved landscape held at national and regional level. For example, the Criminal Justice in Wales Board has representation from the Prison Service, Courts Services, PCCs, Chief Constables, Third Sector in Wales, local government in Wales and Welsh Government. This strategic all Wales Board provides direction and sets work priorities for the Integrated Offender Management (IOM) Cymru Board at a regional level². However, below the regional level the local landscape of organisations and groups has become crowded, complex, sometimes not joined up or aligned, with the same people representing their organisations at multiple meetings on similar or related themes. The “message” or ambition has not always been clear or consistent across the various groups and may not have best served the national and regional priorities and objectives.

During the course of the Programme we have completed a piece of work that has identified the most significant national and regional groups. The Safer Community

¹ <https://www.gov.uk/government/consultations/serious-violence-new-legal-duty-to-support-multi-agency-action>

² <https://www.iomcymru.org.uk>

Programme's local government manager met regularly with local authorities and other local groups and organisations to understand and, where appropriate, help these groups to better align with the national and regional structure. We recognise that this element of work of the programme will take time to achieve, although there has already been some good progress. For example in Gwent all local organisations now operate under the umbrella of Safer Gwent³ which allows them to take a more joined up and holistic approach to the commissioning of services.

We have contributed funding to support the rationalisation of Community Safety regional partnership structures in North Wales. A number of Locality Reviews undertaken in North Wales by the Violence and Vulnerability Unit found that regional partnership structures were unclear and complex to navigate. A rationalisation of current structures was recommended, with four new strategic boards replacing the existing nine. The funding provided by Welsh Government has been used to engage resources to support the planning, transition and implementation of the new structure and boards. The newly established Safer Communities Board⁴ will take oversight of this work going forward.

(iii) Data – at the moment a multitude of organisations are collecting data but it is not always consistent and used appropriately. And organisations are often not sharing it for use on a multi-agency basis.

Multi-agency data sharing and analysis is required to underpin effective community safety partnership working and this was highlighted as a major weakness across Wales. Significant barriers, such as lack of resources, a risk-averse data culture and ineffective personal information sharing protocol arrangements have hindered early intervention and prevention work on a multi-agency basis. Although good practice existed in Wales, for example, the Newport Serious and Organised Crime Board which has been praised for its multi-agency partnership approach in dealing with serious and organised crime at a local level⁵, these instances were isolated.

A comprehensive business case for multi-partner investment to increase and improve analytical capacity and digital 'data sharing' technologies has been developed. Increased capability and capacity supported by better technology will improve strategic and tactical decision-making, enhance service planning and help ensure the right services are commissioned to address emerging trends and issues identified through expert analytical research.

The Violence Prevention Unit (VPU) has appointed two senior analysts, from Public Health and Policing. This provides a complimentary skill set to analyse data as well as access to different systems to draw data from. Since April, the VPU have been producing Violence Monitoring reports for all of Wales which also analyse the impact of COVID 19 on all forms of violence. These reports combine a range of data

³ <http://www.gwent.pcc.police.uk/engagement/partnerships/safer-gwent/>

⁴ The Safer Communities Board was established in 2019 and is co-chaired by the WGLGA and Policing in Wales. Its purpose is to provide leadership, oversight and direction to a joint programme between local government and policing in Wales, involving other partners, with the aim of ensuring effective shared leadership is provided to support local partnership working that will support safe, strong and more confident communities.

⁵ <https://www.newport.gov.uk/en/Council-Democracy/News/articles/2019/February-2019/Praise-for-partnership-project-tackling-Serious-and-Organised-Crime.aspx>

including from police, ambulance, health and third sector organisations. It also incorporates qualitative analysis of the threats posed.

Thematic reports have also been developed, such as the cost of violence to the NHS, the Night Time Economy, knife crime etc. Again these have utilised data from different agencies in Wales. Health ED (Emergency Department) data is available in South Wales which, in combination with Police and Ambulance data, helps to uncover hidden harm and unreported violence. The VPU has also commissioned a Violence Prevention Data Hub. Initially this will hold Police, Health and Ambulance data but has the facility to expand further. It is also working with a wide variety of organisations including the Youth Justice Board and Police Forces to ensure data that may help to prevent violence is obtained and used effectively.

(iv) Resources, in terms of money and frontline staffing.

From our partnership discussions with local government and other partners including (but not limited to) third sector organisations and safeguarding service providers, it is clear there is a collective will to improve community safety. However, a common theme is that after a long period of austerity there has been a general lack of capacity and capability to move from a reactive to a proactive position of delivery. The numbers of organisations' frontline staff have been seriously depleted which has severely hampered the delivery agenda, with a significant impact of community safety functions and programmes.

The outlook for public finances remains very challenging, however we have committed funding this financial year to establish an All Wales Safer Communities Network, hosted by the WLGA, which will support the development of community safety skills and knowledge. Recruitment to key posts within the Network is currently underway. This is a key deliverable for Welsh Government and commitment has been given for future funding. Partners will however need to continue to spot opportunities to work smarter and together so as to align their community safety activities within "business as usual".

In some areas – such as North Wales and Pembrokeshire – ambitious work has been undertaken to develop appropriate intelligence products to support and stimulate more effective partnership working. As noted above North Wales is also actively reviewing its partnership 'landscape' with a view to rationalising and simplifying structures to achieve better alignment around tackling vulnerability and criminal exploitation of communities and individuals (e.g. county lines, modern slavery, child sexual exploitation).

(v) Related policy areas are not consistently aligned across UK, Welsh and local government.

Misalignment of policy aims, objectives and implementation across the various partners is a significant issue. A key piece of work in this respect is the development of a Serious Violence Framework for Wales, commissioned jointly by the four PCCs and co-developed with the Home Office Violence & Vulnerability Unit and supported by Welsh Government. The framework will provide an effective toolkit and guidance to underpin local partnership working – hand-in-hand with the ongoing work to

develop locally appropriate intelligence around serious & organised crime, gangs and serious violence.

In partnership with HMPPS and Youth Justice Board we published the Female Offending and Youth Justice Blueprints in May 2019, which are included on the Welsh Governments Continuity and Recovery plan. Development of robust governance arrangements, including the creation of a Programme Board of senior officials from Welsh Government (Chair), Ministry of Justice, Youth Justice Board, Home Office, Police/Police and Crime Commissioners and the Welsh Local Government Association.

The issues highlighted above heavily influenced the Programme's delivery plan and objectives to ensure some of the key barriers were addressed.

TWO

THE SAFER COMMUNITIES PROGRAMME

In response to the WAO's 2016 report, the Welsh Government undertook a detailed review of community safety in Wales which concluded with the publication of the *Working Together for Safer Communities* report⁶ in December 2017. This report included 11 recommendations to improve community safety working in Wales. These recommendations are detailed in Document 1.

The review also established a new shared vision for community safety in Wales in which:

1. Every community is strong, safe and confident in a manner that provides equality of opportunity and social justice, resilience and sustainability for all;
2. The shared responsibility of government, public and third sector agencies is to work together with the communities they serve and the private sector to address activity or behaviour that is unlawful, anti-social, harmful to individuals and society and to the environment;
3. Sharing knowledge and ensuring early intervention with prompt, positive action tackles local issues and addresses vulnerabilities.

To achieve the vision, the Review set out six principles. These principles were the foundation of the Safer Communities Programme and subsequently became the Programme work-streams.

A Senior Responsible Officer (SRO) from the Programme Board was appointed to lead each of the six work-streams. The Board agreed the delivery plan would utilise dispersed leadership methodology to ensure involvement from all key stakeholders, and would be collaborative and integrated in its approach. It placed an emphasis on sustainable action that would be preventative or intervening as early as possible.

⁶ <https://gov.wales/sites/default/files/publications/2019-03/working-together-for-safer-communities.pdf>

The Senior Responsible Officers (SRO) were drawn from the wider community safety stakeholder group (Police and Crime Commissioners (PCCs), Fire and Rescue Services, Local Government, Welsh Government, Public Health and the Third Sector) named against each of the work-streams below:

- Evidence-based and intelligence-led; - Dafydd Llywelyn, Dyfed Powys, Police Crime Commissioner (PCC).
- Supported by appropriate skills & knowledge; - Chris Davies, Chief Fire Officer (CFO) Mid and West Wales Fire and Rescue Service.
- Sustainably resourced and locally appropriate; - Naomi Alleyne, Director Welsh Local Government Association (WLGA).
- Engaging and involving citizens; - Bernie Bowen Thomson, Chair of Community Justice Cymru
- Preventative and intervening as early as possible; - Joanne Hopkins, Director ACE Support Hub, Public Health Wales.
- Focused on long-term improvements and benefits. – Reg Kilpatrick, Director Local Government, Welsh Government.

These **key principles**, together with 11 priority commitments, were designed to support the realisation of the shared vision for community safety partnership working in Wales and became the Welsh Government's Safer Communities Programme (2018-2020).

The 'Safer Communities Programme' was taken forward under the governance and direction of a multi-agency Programme Board, chaired by the then Cabinet Secretary for Local Government and Public Services, Alun Davies MS, and subsequently by Jane Hutt MS, Deputy Minister & Chief Whip. The Director of Local Government, Welsh Government, assumed the role of Senior Responsible Officer for the Programme.

- Membership of the programme board includes representatives of:
 - Welsh Government;
 - Home Office;
 - Ministry of Justice;
 - Welsh Police & Crime Commissioners and Chief Constables (Policing in Wales Group);
 - the Welsh Local Government Association (WLGA);
 - Society of Local Authority Chief Executives (SOLACE);
 - Her Majesty's Prison & Probation Service (HMPPS);
 - Youth Justice Board (YJB) Cymru;
 - Welsh Fire & Rescue Services Chief Officers;
 - Public Health Wales (PHW);
 - Community Justice Cymru (CJC); and
 - Welsh Local Health Boards (LHBs).

THREE

PROGRAMME CLOSURE

The Programme was concluded at the final board meeting on 15 June 2020. Board members had the opportunity to consider and comment on the draft closure report and final work-stream update reports provided by each SRO. The Programme closure report has been agreed by the Board and is attached at Document 2.

Like many government priorities the Safer Communities Programme has been affected by the recent unprecedented public health crisis. It is worth noting that the outbreak of Covid-19 has undoubtedly changed Community Safety in Wales; while much of the work within this Programme had been temporarily scaled back, there has been a huge amount of engagement and activity within local communities as a result of the collective response from all agencies. There is an opportunity to reflect on the potential implications of Covid-19 for those stakeholders involved in community safety work, and indeed, an opportunity to understand how to capitalise on enhanced partnership working.

As a result of the pandemic and the scaling back of some of the work during the height of the crisis and the reprioritisation of resources, some of the objectives have not been advanced as much as the Programme had planned. However a significant amount of work has been achieved and a summary of key achievements can be seen at section 4 (pages 3-8) of the closure report at Document 2.

FOUR

TRANSITION TOWARDS BUSINESS AS USUAL

As noted above, progress been hampered by the Covid-19 pandemic. This has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured. Existing governance arrangements are in place for many of the outstanding objectives and are summarised in section 5 (pages 9-10) of the closure report at Document 2.

However, some of the outstanding work is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements. The Programme SRO wrote (Document 3) to the chairs of the new Safer Communities Board to ask that they provide governance for a small number of outstanding objectives (listed in Appendix A of the letter at Document 3). The chairs have agreed to the request and will oversee the transition of these objectives to business as usual (Document 4). In the response letter (document 4) the chairs reference the work that is ongoing with community safety partnerships at a local level. It is agreed that Welsh Government will continue to have an interest in any local community safety partnership rationalisation.

The new Safer Communities Board has also agreed to provide the ongoing strategic leadership for Community Safety in Wales, maintaining the vision developed by the Safer Communities Programme, and supported by Ministers.

Document 1: Welsh Government: Working Together for Safer Communities recommendations

1. Work with the newly established Justice Commission for Wales in considering how we can do things differently in Wales and identify options to develop a distinct Welsh justice system, which improves people's access to justice, reduces crime and promotes rehabilitation and is truly representative of Welsh needs.
2. Establish a dialogue with the Home Office to consider the appropriateness of the Crime & Disorder Act 1998 in a way that better reflects Welsh devolution.
3. Develop a different relationship and strategic approach with non-devolved community safety partners that establishes a more effective leadership role for Welsh Government in areas of devolved responsibility related to community safety partnership working.
4. Establish a community safety 'partnership' policy & practice leadership function within the Welsh Government, working in close partnership with the Home Office, Ministry of Justice and other relevant 'devolved' leads for UK Government.
5. Develop new Wales-specific guidance that builds on the sustainable development principle and the Hallmarks of Effective Partnership and outlines how community safety partners and partnerships can ensure they are:
 - Evidence-based and intelligence-led;
 - Supported by appropriate skills & knowledge;
 - Sustainably resourced and locally appropriate;
 - Engaging and involving citizens;
 - Preventative and intervening as early as possible;
 - Focused on long-term improvements and benefits.

Proposed areas for the guidance to cover will include:

- Clarifying expectations around strategic assessment and intelligence-led business approaches, including partnership service planning & commissioning and the sharing of both personal and aggregated data;
- Strengthening the impetus for compliance with the statutory requirements of the Crime & Disorder Act Section 17 'mainstreaming' (closely linked to the sustainability requirements of the Well-being of Future Generations Act);
- Streamlining national, regional and local partnership structures to ensure more effective governance & accountability and clarification of the link to/role of PSBs while still meeting the statutory requirements around CONTEST, Substance Misuse APBs, Reducing Reoffending, VAWDASV, Substance Misuse, Modern Slavery etc.,;
- Ensuring every local authority chief executive in Wales is able to evidence compliance with the Crime & Disorder Act – whether via local or regional partnership arrangements – including provision of a recognised lead function for community safety with the stability and appropriate skills and knowledge to drive forward the Safer Communities agenda within the local and regional partnership context;

- Strengthening the role and status of third sector organisations within community safety partnership working and developing and promoting more effective public sector procurement approaches that minimise the impact of 'marketization' on third sector providers;
 - Clarifying the role of elected politicians (including PCCs, local councillors and PCP members) in scrutinising the activities and effectiveness of community safety partnership working;
 - Clarifying expectations around citizen engagement and involvement in community safety partnership working and service planning & commissioning.
6. Consider how to establish a new and inclusive national community safety network for Wales, drawing on the Scottish model and building on the foundations established over many years by WACSO, that will support future Welsh community safety policy and practice development and to help to build the 'appropriate skills and knowledge' required to implement the new vision.
 7. Consider how to establish an online community safety library and resources database for Wales hosting guidance, toolkits, online learning, effective practice, case studies, research & evaluation, together with re-establishing a specific Welsh programme of community safety learning & development incorporating the various themes identified throughout this document (partnership problem-solving, intelligence-led business process, analysis, project management & evaluation, commissioning, community engagement, etc.).
 8. Explore the opportunities for piloting joint thematic inspection arrangements for community safety partnership working around the 'reducing reoffending' theme with relevant devolved and non-devolved audit and inspection regimes.
 9. Consider how to improve community safety funding programmes to secure longer term and more flexible 'outcomes focused' funding that supports more holistic, collaborative partnership service planning & commissioning arrangements, including co-production models and participatory budgeting elements.
 10. Recommend a cross-governmental review of regional 'footprints' to ensure they are fit-for-purpose.
 11. Recommend an assessment of the WASPI arrangements to ensure it remains effective and appropriately applied at a local level.



Llywodraeth Cymru
Welsh Government

Safer Communities Programme

Closure Report

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Contents	Page
1. Introduction	2
2. Context	2
3. Safer Communities Programme	2
4. Programme Achievements	3
5. Transition Towards Business as Usual	8

Annex A - WAO 2016 Report: Recommendations

Annex B - WAO 2016 Report: Welsh Government Response

Annex C - Safer Communities Programme Board Membership

Annex D - Welsh Government: Working Together for Safer Communities
recommendations

Annex E - Overview of Regional Partnership Rationalisation (Community Safety,
Policing & Criminal Justice)

1. INTRODUCTION

This Programme Closure Report reviews how the Safer Communities Programme has met the objectives within its programme plan and the recommendations to support the vision of the *Working Together for Safer Communities* review which was commissioned by the then Minister for Social Justice and Local Government, Carl Sergeant and his successor Alun Davies, then Cabinet Secretary for Local Government and Public Services. This report also provides an overview and outlines a pathway on how outstanding objectives will be taken forward for completion.

2. CONTEXT

In 2016, the Wales Audit Office (WAO), on behalf of the Auditor General for Wales, published the *Community Safety in Wales* report which made several recommendations to improve Community Safety in Wales. This report is presented in Annex A. The report concluded that complex responsibilities make it difficult for public bodies to co-ordinate a strategic approach to Community Safety, which weakens collective leadership and accountability, and undermines the potential to help people stay safe.

Welsh Government noted the recommendations and committed to undertake a wider review, *Working Together for Safer Communities*, to move the community safety agenda forward and respond to the Auditor General's recommendations. Annex B presents the official response to the WAO report. This was reported to the Public Accounts Committee in correspondence from the Welsh Government in February 2018. Following the publication of the *Working Together for Safer Communities* review in 2017, the Welsh Government, in partnership with its devolved and non-devolved partners and stakeholders in Wales, established the 'Safer Communities Programme'.

3. SAFER COMMUNITIES PROGRAMME

The 'Safer Communities Programme' was taken forward under the governance and direction of a multi-agency Programme Board, chaired by the then Cabinet Secretary for Local Government and Public Services, Alun Davies MS, and subsequently by Jane Hutt MS, Deputy Minister & Chief Whip. The Director of Local Government, Welsh Government, assumed the role of Senior Responsible Officer for the Programme. Members of the Programme Board are included in Annex C.

The *Working Together for Safer Communities* review set out a new shared vision for Community Safety in Wales in which:

- Every community is strong, safe and confident in a manner that provides equality of opportunity and social justice, resilience and sustainability for all.
- The shared responsibility of government, public and third sector agencies is to work together with the communities they serve and the private sector to

address activity or behaviour that is unlawful, anti-social, and harmful to individuals, society and to the environment.

- Sharing knowledge and ensuring early intervention with prompt, positive action tackles local issues and addresses vulnerabilities.

To achieve the vision, the Review set out six principles. These principles were the foundation of the Safer Communities Programme and subsequently became the Programme work-streams. Many of these work-streams were led and supported by the Safer Communities Programme Manager, Stephen Carr. Each work-stream was led by a Senior Responsible Owner (SRO) drawn from the wider community safety stakeholder group (Police and Crime Commissioners (PCCs), Fire and Rescue Services, Local Government, Welsh Government, Public Health and the Third Sector) named against each of the work-streams below:

- Evidence-based and intelligence-led; - Dafydd Llywelyn, Dyfed Powys, Police Crime Commissioner (PCC).
- Supported by appropriate skills & knowledge; - Chris Davies, Chief Fire Officer (CFO) Mid and West Wales Fire and Rescue Service.
- Sustainably resourced and locally appropriate; - Naomi Alleyne, Director Welsh Local Government Association (WLGA).
- Engaging and involving citizens; - Bernie Bowen Thomson, Chair of Community Justice Cymru
- Preventative and intervening as early as possible; - Joanne Hopkins, Director ACE Support Hub, Public Health Wales.
- Focused on long-term improvements and benefits. – Reg Kilpatrick, Director Local Government, Welsh Government.

4. PROGRAMME ACHIEVEMENTS

Each work-stream SRO provided a closure report for their work-stream setting out what had been achieved and how the outstanding objectives will transition into business as usual for completion.

1. Evidence-based and intelligence led

- The All Wales Criminal Justice Board (AWCJB) considered a business case for additional resources available to progress the All Wales Data & Analysis Hub/Team in July 2019. The Director of Local Government at Welsh Government subsequently wrote to the Chair of the All Wales Criminal Justice Board in March 2020 to endorse the case for additional resourcing.
- The Board agreed there was a case for better alignment and commissioning of analytical products and resources which would result in greater efficiencies and agreed the need for additional resource in principle The establishment of a multi-agency data & analysis network for Wales (as part of the broader Safer Communities network proposal – section 2 below);

- Policing in Wales, the four Welsh PCCs and Chief Constables supported a 12-month secondment for a Principal Analyst to join the Wales Violence Prevention Unit⁷ to progress an All Wales Multi-Agency Data & Analysis Hub/Team approach.
- The individual took up post on 1st June 2020. The first task for this individual will be to develop a pan-Wales Strategic Needs Assessment of 'county lines' type criminal violence and exploitation of vulnerability, using the All Wales Multi Agency Data & Analysis Hub model described as 'proof of concept'. Part of this role will also be to undertake a detailed assessment of community safety, policing and criminal justice analytical capacity, and support the development of a business case for increasing capacity.
- North Wales and Dyfed Powys regions completed multi-agency intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity, with similar products for South Wales now being developed.

2. Supported by appropriate skills and knowledge

- A detailed business case for the establishment of a Safer Communities Network for Wales was completed and submitted to Welsh Government for consideration. The network is critical to the success or otherwise of the Safer Communities Programme and the primary means of delivering against outstanding objectives. The proposal for the Network has been agreed by Ministers and arrangements are in hand for grant funding for this financial year.
- Neighbourhood Policing training modules, incorporating key multi-agency themes such as problem-solving, community engagement, etc., were completed and are available online via the [Knowledge Hub](#)⁸.
- A multi-agency learning and development module around understanding and addressing criminal exploitation of vulnerability has been jointly developed with WAO. It has been successfully piloted with Public Services Board (PSB), Community Safety Partnership (CSP), Area Planning Board (APB) and Regional Partnership Board members in North and South Wales. Following requests from some delegates the module will be deliverable to others in PSBs/RPBs. However this is currently on hold due to Covid-19. This training product can be transferred to the Community Safety Network when established.

3. Sustainable resourced and locally appropriate

⁷ Established through funding from the Home Office in 2019, the Violence Prevention Unit is a partnership that works together to prevent all forms of violence across Wales. The Violence Prevention Unit seeks to understand the causes of violence based on evidence, taking a public health approach to preventing violence.

⁸ The Knowledge Hub is an online portal and has been created by the Police ICT Company in collaboration with the National Police Chiefs Council and College of Policing for UK policing and its public and private sector partners, to help share information, discuss ideas and opportunities and encourage greater collaboration. It provides an opportunity to share leadership knowledge, experience, evidence and ideas and learn from others to support continuous professional development and professional practice.

- Strategic discussions around the resourcing of community safety co-ordination and activity have continued with the benefit of a higher profile at meetings, such as the Policing Partnership Board for Wales.
- Home Office and Ministry of Justice officials have led key pieces of work around tackling serious violence.
- The majority of local authority Community Safety Partnership leads and co-ordinators are regularly accessing expert advice, guidance and support on a wide range of issues via the Programme Manager, including requests for coaching and mentoring for inexperienced officers.
- Local Government and Policing have jointly agreed the continuation of funding for the continuation of the Programme Manager role as a central programme co-ordination and support resource for a further two years.
- A pan Wales Safer Communities Board has been established which is jointly led and chaired by the Welsh Local Government Association (WLGA) and the police.
- This Board will provide ongoing leadership and governance for Community Safety Partnership working and will take ownership of outstanding work from the Safer Communities Programme referred to in the previous bullet point.
- Partnerships in North Wales and Dyfed Powys have access to business intelligence products on which to base activity. This activity is driven by CSPs or PSBs, APBs and local and regional Serious Violence & Organised Crime Boards.
- Work to develop similar products for partnerships in South Wales and Gwent has been initiated by the Violence Prevention Unit. It is the intention to begin focus in Cardiff and Swansea, with the aspiration to extend and roll out to pan Wales with the new Principle Analyst appointment.

4. Engaging and involving citizens

- Ongoing multi-sector support and commitment for engagement and involvement of service users/citizens with lived experience of the Criminal Justice System (CJS) is reflected in the development of a new Blueprint Communications and Involvement Lead⁹, funded by multi-agency partners and reporting directly to the Women in Justice Board (WIJ)¹⁰
- Multi-agency commitment made to supporting communication and citizen involvement within the WIJ. The citizen engagement work has been undertaken reflecting women's current experiences of different parts of the criminal justice system, a report has been produced, alongside two third Sector-led Women in Justice Summits, contributed to informing the implementation of the Women Offender Blueprint.

⁹ The Female Offending and Youth Justice blueprints were developed jointly by Welsh Government, HM Prison and Probation Service (HMPPS), and Youth Justice Board and predicated on the basis of early intervention and prevention; considering people can be diverted away from crime in the first place, but where we do have to work with offenders, we do so in a holistic and rehabilitative way. .

¹⁰ The Women in Justice Board acts as the principal Group in Wales, providing governance and strategic direction for criminal and social justice partners, ensuring the effective delivery of the women in criminal justice agenda in Wales and implementation of relevant strategic/policy direction.

- Funding for Communication and Involvement Lead secured through HMPPS (Her Majesty's Prison and Probation Service) and supported by the WIJ Board.
- Communication & Involvement Lead recruitment completed.
- Development of a Female Offending Blueprint and Youth Justice Blueprint Communication and Stakeholder Engagement Strategy.
- The Community Justice Cymru Network¹¹ Manifesto was refreshed, informed by Third Sector Organisations from across Wales. Co-production and citizen engagement was identified as key and reflected throughout the Community Justice Cymru Network Manifesto (part of the Third Sector Partnership arrangements).
- The Community Justice Cymru Manifesto was presented to the Wales Criminal Justice Forum in March 2020, specifically highlighting the commitments within the Community Justice Cymru Manifesto for continually involving people in service development and collaborative working. This was endorsed by the Board and members were interested in greater involvement with this work.

5. Preventative and intervening and early as possible

- Underpinned by the Partnership Agreement, the Early Action Together (EAT) Programme has brought policing and partners together to fundamentally change the way the policing and criminal justice system in Wales identifies, understands and supports individuals who have experienced ACEs and trauma.
- Development of the bespoke Adverse Childhood Experiences Trauma Informed Multi-Agency Early Action Together (ACE TIME)¹² training module. This has been delivered to in excess of 6,000 front line police, new recruits and partners to introduce them to the concept of ACEs, the impact of childhood trauma and how it shapes behaviours particularly in respect of vulnerable people police regularly come into contact with.
- An adapted version of the ACE TIME training module has been in development with criminal justice partners for delivery to operational staff. A series of train the trainer events have been run to train prison and probation staff to deliver the training with delivery continuing into 2020/21.
- In partnership with Barnardo's Cymru, the ACE Coordinator Service was rolled out across the four Welsh forces. In addition to delivering the ACE TIME training, the ACE Coordinators worked to embed a trauma informed approach to policing within their host for providing independent advice.
- The programme launched the [Early Action Together Learning Network](#) which serves as a home to useful information and research about ACEs as well as best practice and resources.

¹¹ The Community Justice Cymru Network was chaired and supported by Safer Wales and part of the Third Sector Scheme facilitating Welsh Government and Third Sector working together

¹² ACE TIME training is designed to support the workforce to increase awareness of ACEs, related trauma and impact across the life course. This supports a whole system approach with partners in preventing and mitigating ACEs.

- As part of the ‘public health approach’ the programme’s activities have been underpinned by a substantial body of research and evaluation to measure and evaluate the programme’s impact. A number of research reports have already been published with further reports to follow over summer 2020.
- A commitment is in place from the four forces to continue to work towards mainstreaming the approach adopted by the EAT programme and to move the programme’s activities into core business.
- In working to develop a ‘joint thematic inspection’ approach of partnerships, rather than individual partners, involving both devolved and non-devolved audit and inspection regimes and focusing on ‘reducing re-offending’, some progress has been made in piloting methodologies. Care Inspectorate Wales (CIW), Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Healthcare Inspectorate Wales (HIW), Her Majesty’s Inspectorate of Probation (HMIP) and Estyn carried out the Joint Inspection of Child Protection Arrangements (JICPA), a multi-agency response to abuse and neglect in Newport. This inspection included an evaluation of how local services responded to child exploitation. Further discussion will take place to build on the success of this pilot, and to consider holding further ‘JICPA’ inspections, following resumption of core inspection activity in 2021.
- Criminal Justice Joint Inspection (CJJI) inspections continue to have a joint focus on community safety: involving police, probation and Youth Offending Teams (YOTs) and to undertake core inspections of YOTs. Recently published CJJI reports include ‘Integrated Offender Management (IOM)’, which included a focus on IOM in Wales.
- HMI Probation continues to conduct thematic inspections examining how probation services and youth services in Wales and England, have coped during COVID-19 Exceptional Delivery Model arrangements.

6. Focused on long-term improvements and benefits

- Provided leadership for effective cross government working across a wide range of initiatives, ensuring engagement of all relevant partners (devolved and non-devolved) to maximise impact. The development of strong relationships and partnership working has been key to delivering this. Some examples include engagement on Violence Prevention Unit; Residential Centre for Women and reforms to Probation Services.
- The Strategic Partnership Review reported to the Partnership Council in June 2020. It concluded there was no requirement for restructure and that changes to simplify the partnership landscape would be for local determination.
- North Wales Safer Communities Board undertook a strategic review of Community Safety Partnerships and provided the Board with an update in December 2019. Other areas are also looking to review their Community Safety Partnership landscape.
- The ‘Framework to Support Positive Change for Those at Risk of Offending in Wales’ was launched in April 2018. This is a 5-year programme (ending 2022).
- Welsh Government has engaged with the UK Government and outlined its position that Probation Service should be returned to the public sector in

Wales. Wales has been ahead of the game in terms of reform, with responsibility for offender management returning to the National Probation Service from the 1 December 2019.

- A further announcement was made on the 11 June 2020, indicating that from June 2021, the National Probation Service will also deliver offender unpaid work and behavioural change programmes. Ministry of Justice (MOJ) and Her Majesty's Prison and Probation Service (HMPPS) have announced their intention to take forward this work.
- Worked closely with the Home Office and Office of the Police & Crime Commissioners for Wales (OPCC) to ensure the Serious & Organised Crime (SOC) launch event for Wales, focused on the Welsh devolved landscape and included themes and information directly relevant to Wales
- Published Female Offending and Youth Justice Blueprints in May 2019, which now form part of the First Minister's priorities moving forward Development of robust governance arrangements, including the creation of Programme Board of senior officials from Welsh Government, who also act as Chair, Ministry of Justice, Youth Justice Board, Home Office, Police/Police and Crime Commissioners and the Welsh Local Government Association.
- The All Wales Criminal Justice Board has recently revised its short and long-term priorities, with flexibility built in for horizon scanning and to tackle urgent situations that arise which do not necessarily fit under the Board's priorities
- Justice in Wales Strategy Group, terms of reference has been reviewed with a refreshed membership from across Welsh Government and Ministry of Justice departments to ensure engagement on key areas of policy development and reform.

5. TRANSITION TOWARDS BUSINESS AS USUAL

This multi-agency programme is necessary to continue the implementation of the objectives on a dispersed leadership basis. It is anticipated that some SROs will continue their roles under the new Safer Communities Board to ensure that outstanding actions will continue to progress under new governance arrangements. These governance details will be documented in a letter from the Safer Communities Programme SRO to the Chair of the newly formed Safer Communities Board requesting that the newly established Safer Communities Board will take responsibility for overseeing their progress.

It is worth noting that the outbreak of Covid-19 has undoubtedly changed Community Safety in Wales; while much of the work within this Programme has been temporarily scaled back, there has been a lot of engagement and activity within local communities as a result of the collective response from all agencies. There is an opportunity to reflect on the potential implications of Covid-19 for the Safer Communities Programme going forward, and indeed, an opportunity to understand how to capitalise on enhanced partnership working.

As noted earlier, the progress of a number of the Programme's objectives has been hampered by the Covid-19 pandemic. This has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured,

and been fully embedded in business as usual. Governance arrangements are in place the outstanding objectives noted below.

Supported by appropriate skills and knowledge

- Establish the Community Safety Network to support partnership working, skills, guidance, best practice, training etc.
- Establish an online resource for community safety practitioners in Wales (to be hosted/maintained by the new network).
- Collaboratively develop Welsh specific guidance to support the shared vision statement for community safety in Wales.
- Develop Wales-specific toolkits, case studies, learning & development products, resources etc.
- Establish a Wales academic 'centre', which will see the collaboration between the Wales Centre for Crime & Social Justice (WCCSJ) and the Wales Governance Centre (WGC) to better inform justice policy and practice in response to the findings and recommendations of the Thomas Commission.
- Undertake training and development for community safety partnership leads across Wales so they are 'appropriately skilled and knowledgeable' in order to achieve the shared vision.

Preventing and intervening as soon as possible

- Work on the research and evaluation reports continues and the contracts of the research team have been extended until the end of June to complete this. The following reports are now publically available:
 - **Transitioning from Police Innovation to a National Programme of Transformation: an overview of the up-scale of Adverse Childhood Experience (ACE) and trauma-informed training and evaluation**
 - **Understanding the landscape of policing when responding to vulnerability: Interviews with frontline officers across Wales**
 - **An evaluation of the adverse childhood experience trauma informed multi-agency early action together (ACE TIME) training: National roll out to police and partners**
 - **Enabling Early Intervention and Prevention in the Policing of Vulnerability: An Executive Summary**
- Trauma informed prevention and early intervention approaches to service delivery (and commissioning) will continue to be aligned and mainstreamed across all public services. A further series of reports will be published over the summer:
 - Police perspectives' on the impact of the ACE TIME training across Wales
 - Enhancing Resilience and Self-Care Skills (ERAS) training: a pilot evaluation of the delivery of a psycho-educational training programme within policing
 - Understanding non-emergency and non-deployed demand to North Wales Police: An observational study of the Joint Communications Centre

- Evaluation of the Criminal Justice Adverse Childhood Experience (ACE) training and Trauma Awareness Training (TAT) within a prison and probation setting
- Evaluation of Enhanced Case Management and Youth Justice ACEs agenda/Trauma Recovery Model training
- A commitment is in place to continue with the EAT programme's activities for a further year. In 2020/21 the aim is to present an overall evaluation of what the Home Office funded programme delivered, along with a set of recommendations on how this could be further up scaled and embedded to transform Welsh systems. A new SRO has been appointed and the EAT programme board will close but will be replaced by an expert advisory panel which will provide scrutiny, assurance and advice on the work this year.

Focused on long-term improvements and benefits

- Encourage and support continued partnership working among agencies and the importance of continued leadership towards community safety in Wales
- Continue to implement the 5 year 'Framework to Support Positive Change for Those at Risk of Offending in Wales' (ending 2022).
- Five-year delivery framework for the blueprints, with short, medium and long term recommendations, to be delivered by May 2024.
- The commitment of bringing the Crime and Disorder Act 1998 up to date in a way that better reflects devolution will be encompassed by the work being taken forward by the Justice Transformation team in Welsh Government although, like other work, this has been paused due to Covid-19.
- CSP working needs to be continued to be embedded locally within the PSB/APB and RPB structure working together to agree and take forward local priorities.
- Establish a digital skills academy in Ebbw Vale to improve public bodies' digital engagement with citizens and communities, and ensure better public service outcomes. This work will form part of the Welsh Government's Digital Wales Strategy.

Some of the delivery of the work however is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements. The Programme SRO has written to the chairs of the new Safer Communities Board to clarify future governance for the following areas of work.

Evidence based and intelligence led

- Detailed development of the All Wales Multi-Agency Data & Analysis Hub/Team approach, including development of business cases for multi-agency investment in partnership analysis and establishment of appropriate long-term governance arrangements
- Provision of multi-agency business intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity in the South Wales and Gwent regions

- Establishment of the multi-agency data and analysis improvement and innovation network for Wales as a key sub structure of the Safer Communities Network
- Support community safety 'strategic assessments' and endeavour to ensure that intelligence product commissioning and development are mainstreamed and continuous processes, are appropriately aligned to Well-being Assessments, Health Social Care & Well-being Assessments and Welsh Government's public services 'digitisation' agenda
- Support the 'Evidence-based, Intelligence-led' principle and its application within local/regional partnership working is sustainably resourced

Sustainably resourced and locally appropriate

- Address the common issues facing all 'CSPs' and their 'responsible authorities' across Wales which impact their capacity to progress vital plans and partnership working on community safety
- Consider strategic partnership rationalisation activity to simplify the structural landscape that enables community safety partnership working

Engaging and involving citizens

- Communication & Involvement Lead developing the service user involvement model. The Female Offending Youth Justice Blueprints, coupled with access through Community Justice Cymru Networks, provide real opportunities to demonstrate the tangible, sustainable benefits of engagement and involvement approaches.
- Engagement and involvement approaches and outcomes to be supported by appropriate skills and knowledge work stream and threaded across future developments - recognising the importance of citizen-voice in the development and delivery of services.
- The new Safer Communities Network, working in partnership with and supporting the Community Justice Cymru Network, third sector, pan-Wales networks and membership organisations, to champion the engaging and involving citizens principle within the shared vision for community safety via the development of Wales-specific products and resources (toolkits, guidance, case studies, training etc.), and making the case for citizen/community engagement and involvement to be sustainably resourced.
- Identifying and implementing learning from COVID-19, 'engagement and involvement citizens' work. The Community Justice Cymru Network, alongside Membership organisations, has a role to play, engaging across the Voluntary and Community Sectors to access and facilitate citizen voice in national/regional and local partnership working.

Annex A

WAO 2016 Report: Recommendations

Recommendations	
<p>R1 Improve strategic planning to better co-ordinate activity for community safety by replacing the existing planning framework with a national strategy supported by regional and local plans that are focused on delivering the agreed national community-safety priorities.</p>	<p>Welsh Government, Home Office Wales Team, Police and Crime Commissioners and local authorities</p>
<p>R2 Improve strategic partnership working by formally creating effective community-safety boards that replace existing community-safety structures that formalise and draw together the work of Welsh Government, police forces, local authorities, health boards, fire and rescue authorities, WACSO and other key stakeholders.</p>	<p>Welsh Government, Police and Crime Commissioners and local authorities</p>
<p>R3 Improve planning through the creation of comprehensive action plans that cover the work of all partners and clearly identify the regional and local contribution in meeting the national priorities for community safety.</p>	<p>Welsh Government, Police and Crime Commissioners and local authorities</p>
<p>R4 Review current grant-funding arrangements and move to pooled budgets with longer-term funding commitments to support delivery bodies to improve project and workforce planning that focusses on delivering the priorities of the national community-safety strategy.</p>	<p>Welsh Government, Police and Crime Commissioners and local authorities</p>
<p>R5 Ensure effective management of performance of community safety by:</p> <ul style="list-style-type: none"> • setting appropriate measures at each level to enable members, officers and the public to judge progress in delivering actions for community-safety services; • ensuring performance information covers the work of all relevant agencies; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of investment decisions and support oversight and scrutiny. 	<p>Welsh Government, Police and Crime Commissioners and local authorities</p>
<p>R6 Revise the systems for managing community-safety risks and introduce monitoring and review arrangements that focus on assuring the public that money spent on community safety is resulting in better outcomes for people in Wales.</p>	<p>Police and Crime Commissioners and local authorities</p>
<p>R7 Improve engagement and communication with citizens through Public Service Boards in:</p> <ul style="list-style-type: none"> • developing plans and priorities for community safety; • agreeing priorities for action; and • reporting performance and evaluating impact. 	<p>Public Service Board members</p>

Annex B

WAO 2016 Report: Welsh Government Response, 2017

Addressing Assembly Members in the Senedd, the Cabinet Secretary said he intends to establish an Oversight Group to review current community safety arrangements and to develop a shared vision for safer communities in Wales.

The Cabinet Secretary said:

“The safety and security of our communities has always been a priority. That is why we are supporting our emergency services and other agencies in building and strengthening their capability to protect us from these risks.

But the agenda is, by nature, complex. Legislation and policies straddle devolved and non-devolved responsibilities. Seventeen years of devolution have necessarily resulted in differences between our policy approach and that of the UK Government. These changes have brought new opportunities but have not all simplified the context in which we work.

Late last year, the Auditor General for Wales published a report on Community Safety in Wales. The report reflected the complexities of the agenda, highlighted some of the positive work within Wales but also raised a number of matters. I believe the report provides a valuable opportunity for us all to take stock.

With the agreement of, and alongside, those key partners who hold the levers for change, I am establishing an Oversight Group to review the current arrangements. It will help to develop a shared vision for safer communities in Wales that builds on the excellent work already done or underway. This review will also take account of the recommendations from the Auditor General for Wales. I want the review to be ambitious in its thinking and develop a clear vision for community safety that is robust, relevant and responsive. A vision for the long term.”

Annex C

Safer Communities Programme: Board Membership

Membership of the programme board included representatives of:

- Welsh Government
- Home Office
- Ministry of Justice
- Welsh Police & Crime Commissioners and Chief Constables (Policing in Wales Group)
- the Welsh Local Government Association (WLGA)
- Society of Local Authority Chief Executives (SOLACE)
- Her Majesty's Prison & Probation Service (HMPPS)
- Youth Justice Board (YJB) Cymru
- Welsh Fire & Rescue Services Chief Officers
- Public Health Wales (PHW)
- Community Justice Cymru (CJC)
- Welsh Local Health Boards (LHBs).

Annex D

Welsh Government: Working Together for Safer Communities recommendations

12. Work with the newly established Justice Commission for Wales in considering how we can do things differently in Wales and identify options to develop a distinct Welsh justice system, which improves people's access to justice, reduces crime and promotes rehabilitation and is truly representative of Welsh needs.
13. Establish a dialogue with the Home Office to consider the appropriateness of the Crime & Disorder Act 1998 in a way that better reflects Welsh devolution.
14. Develop a different relationship and strategic approach with non-devolved community safety partners that establishes a more effective leadership role for Welsh Government in areas of devolved responsibility related to community safety partnership working.
15. Establish a community safety 'partnership' policy & practice leadership function within the Welsh Government, working in close partnership with the Home Office, Ministry of Justice and other relevant 'devolved' leads for UK Government.
16. Develop new Wales-specific guidance that builds on the sustainable development principle and the Hallmarks of Effective Partnership and outlines how community safety partners and partnerships can ensure they are:
 - Evidence-based and intelligence-led;
 - Supported by appropriate skills & knowledge;
 - Sustainably resourced and locally appropriate;
 - Engaging and involving citizens;
 - Preventative and intervening as early as possible;
 - Focused on long-term improvements and benefits.

Proposed areas for the guidance to cover will include:

- Clarifying expectations around strategic assessment and intelligence-led business approaches, including partnership service planning & commissioning and the sharing of both personal and aggregated data;
- Strengthening the impetus for compliance with the statutory requirements of the Crime & Disorder Act Section 17 'mainstreaming' (closely linked to the sustainability requirements of the Well-being of Future Generations Act);
- Streamlining national, regional and local partnership structures to ensure more effective governance & accountability and clarification of the link to/role of PSBs while still meeting the statutory requirements around CONTEST, Substance Misuse APBs, Reducing Reoffending, VAWDASV, Substance Misuse, Modern Slavery etc.;
- Ensuring every local authority chief executive in Wales is able to evidence compliance with the Crime & Disorder Act – whether via local or regional

partnership arrangements – including provision of a recognised lead function for community safety with the stability and appropriate skills and knowledge to drive forward the Safer Communities agenda within the local and regional partnership context;

- Strengthening the role and status of third sector organisations within community safety partnership working and developing and promoting more effective public sector procurement approaches that minimise the impact of ‘marketization’ on third sector providers;
- Clarifying the role of elected politicians (including PCCs, local councillors and PCP members) in scrutinising the activities and effectiveness of community safety partnership working;
- Clarifying expectations around citizen engagement and involvement in community safety partnership working and service planning & commissioning.

17. Consider how to establish a new and inclusive national community safety network for Wales, drawing on the Scottish model and building on the foundations established over many years by WACSO, that will support future Welsh community safety policy and practice development and to help to build the ‘appropriate skills and knowledge’ required to implement the new vision.

18. Consider how to establish an online community safety library and resources database for Wales hosting guidance, toolkits, online learning, effective practice, case studies, research & evaluation, together with re-establishing a specific Welsh programme of community safety learning & development incorporating the various themes identified throughout this document (partnership problem-solving, intelligence-led business process, analysis, project management & evaluation, commissioning, community engagement, etc.).

19. Explore the opportunities for piloting joint thematic inspection arrangements for community safety partnership working around the ‘reducing reoffending’ theme with relevant devolved and non-devolved audit and inspection regimes.

20. Consider how to improve community safety funding programmes to secure longer term and more flexible ‘outcomes focused’ funding that supports more holistic, collaborative partnership service planning & commissioning arrangements, including co-production models and participatory budgeting elements.

21. Recommend a cross-governmental review of regional ‘footprints’ to ensure they are fit-for-purpose.

22. Recommend an assessment of the WASPI arrangements to ensure it remains effective and appropriately applied at a local level.

ANNEX E

Overview of Regional Partnership Rationalisation (Community Safety, Policing & Criminal Justice)

Update as of: January 2020

REGION:	Dyfed Powys	Gwent	North Wales	South Wales
Current Position (January 2020)	<p>There is currently no significant discussion within the Dyfed Powys area around strategic partnership mapping and rationalisation, although the regional Serious & Organised Crime Board, which meets back-to-back with the regional CONTEST board, has now become a Serious Violence & Organised Crime Board rather than establishing a separate board. Both 'SVOC' and CONTEST also have duplicative local structures at county level within Dyfed Powys.</p>	<p>Gwent has been considering strategic partnership rationalisation in a variety of pan-Gwent forums including the Safer Gwent regional community safety board and the G7 strategic leaders forum for the past four years. A number of thematic boards – such as VAWDASV – have been operating at a regional level for some time and there have been several attempts at structural mapping at both the regional and local levels. There is no 'vision statement' for what Safer Gwent should become as yet, or plan of how to get to</p>	<p>North Wales is the only region actively progressing strategic partnership rationalisation and anticipate the establishment of new thematic 'shadow' boards by April 2020 and the transition to the new reduced structure completed by April 2021. This is dependent upon successfully identifying a regional resource to lead this ambitious project and a business case for a co-ordinator role has been submitted to Welsh Government. There are also sub regional community safety boards for Gwynedd and Ynys Mon, and for Denbighshire and Conwy.</p>	<p>South Wales has raised the prospect of creating a regional community safety strategic board to provide improved support for local partnership working and better alignment across the force area around issues such as Serious & Organised Crime, county lines etc. This is still in the early discussion stages, awaiting a 'community safety deep dive' by the OPCC and South Wales Police. South Wales is the only region to have already merged its LCJB and IOM Board into a joint 'criminal justice' board. Cwm Taf PSB has a sub-regional joint community safety board for RCT and</p>

		<p>where they want to be. At the last meeting they agreed a broad aspirational concept – “aligning community safety themes regionally and supporting community safety partnership working locally”. However progress has been hampered by discussions with the Home Office around the possibility of ‘merging’ individual CSPs to give Safer Gwent a statutory footing, and around the future governance arrangements linking to a possible pan-Gwent PSB. Discussions concerning whether or not to regionalise the PSBs are ongoing.</p>		<p>Merthyr Tydfil, following a comprehensive partnerships review in 2016. There are no current discussions around partnership mapping and rationalisation at a regional level. Cwm Taf already has a sub-regional community safety board as it sits within the PSB and discussions around incorporating Bridgend as a result of health boundary and proposed BCU changes are ongoing. The Cwm Taf board meets back-to-back with the Area Planning Board.</p>
Actions for the next quarter	TBC – whose actions?	A discussion meeting has been scheduled for January 30 th	Continue to monitor progress and support activity where invited/requested,	TBC – whose actions?

		and the Safer Gwent lead officer is making contact with the North Wales leads to learn more about their approach and what can be applied to Gwent.	and to continue sharing learning with other regions.	
Current Position (April 2020)				
Actions for the next quarter				
Current Position (July 2020)				
Actions for the next quarter				
Current Position (October 2020)				
Actions for the next quarter				

Document 3 – SRO Closure Letter to the Chairs of the Safer Communities Board



Llywodraeth Cymru
Welsh Government

Safer Communities Programme

Dear CHAIRS

Following the publication of the *Working Together for Safer Communities* review the Welsh Government, in partnership with its devolved and non-devolved partners and stakeholders, established the 'Safer Communities Programme'. The Programme was taken forward under the governance and direction of a multi-agency programme board, and sought to achieve a new shared vision for, and leadership of, community safety in Wales.

The Programme has reached its conclusion and the final report produced – final draft attached. A final closure report is being prepared for submission to the Senedd's Public Account Committee later this month. However before both of these documents can be finalised I am writing to clarify future governance for some ongoing work. I am also looking for confirmation that the Safer Communities Board will provide the ongoing strategic leadership for community safety in Wales maintaining the Vision developed by the Safer Communities Programme, and supported by Ministers.

Like many priorities the Safer Communities Programme has been affected by the recent unprecedented public health crisis. The progress of a number of objectives has been hampered by the COVID-19 pandemic which has resulted in the transition to a 'business as usual' model before some of the work has fully developed and matured, and been fully embedded in business as usual.

Governance arrangements are in place for many of the outstanding objectives. However some of the delivery is still at an early stage and needs oversight and governance before it becomes fully embedded into existing business as usual arrangements therefore, I am writing to request that the recently established Safer Communities Board takes responsibility for overseeing their progress. These are listed in Annex A below.

As SRO for this Programme, I have been delighted with the participation from across the sector and I am grateful to the workstream SROs in particular, supported by Stephen Carr, for their commitment throughout this Programme and the progress

that each has overseen. My understanding is that they would be happy to continue in their respective SRO roles.

I would be grateful if you could confirm that your Board is content to take over the governance role set out in Appendix A and provide strategic leadership for community safety in Wales.

I will then arrange for the final report to be circulated and the Public Accounts Committee updated.

The Welsh Government is committed to working with you to continue to improve community safety across Wales.

Yours sincerely,

Reg Kilpatrick

Appendix A: Safer Communities Programme Table of Outstanding Achievements

Work stream & Safer Communities Programme Board SRO	Work to be carried forward
<p>Evidence based and intelligence led</p> <p>SRO: Dafydd Llewelyn, Dyfed Powys, Police & Crime Commissioner</p>	<ul style="list-style-type: none"> • Detailed development of the All Wales Multi-Agency Data & Analysis Hub/Team approach, including development of business cases for multi-agency investment in partnership analysis and establishment of appropriate long-term governance arrangements • Provision of multi-agency business intelligence products to support partnership working to address Serious & Organised Crime, Serious Violence and county lines type activity in the South Wales and Gwent regions • Establishment of the multi-agency data and analysis improvement and innovation network for Wales as a key sub structure of the Safer Communities Network • Support community safety ‘strategic assessments’ and endeavour to ensure that intelligence product commissioning and development are mainstreamed and continuous processes, are appropriately aligned to Well-being Assessments, Health Social Care & Well-being Assessments and Welsh Government’s public services ‘digitisation’ agenda • Support the ‘Evidence-based, Intelligence-led’ principle and its application within local/regional partnership working is sustainably resourced

<p>Supported by appropriate skills and knowledge</p> <p>SRO: Chris Davies, Chief Fire Officer Mid & West Wales Fire & Rescue Service</p>	<ul style="list-style-type: none">• Establish the Safer Communities Network to support partnership working, skills, guidance, best practice, training etc.• Establish an online resource for community safety practitioners in Wales• Collaboratively develop Welsh specific guidance to support the shared vision statement for community safety in Wales• Develop Wales-specific toolkits, case studies, learning & development products and resources• Establish a Wales academic ‘centre’ to better inform justice policy and practice in response to the findings and recommendations of the Thomas Commission• Undertake training and development for community safety partnership leads across Wales so they are ‘appropriately skilled and knowledgeable’ in order to achieve the shared vision
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<p>Sustainably resourced and locally appropriate</p> <p>SRO: Naomi Alleyne, Deputy CEO, WLGA</p>	<ul style="list-style-type: none">• Address the common issues facing all 'CSPs' and their 'responsible authorities' across Wales which impact their capacity to progress vital plans and partnership working on community safety• Consider strategic partnership rationalisation activity to simplify the structural landscape that enables community safety partnership working
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<p>Engaging and involving citizens</p> <p>SRO: Bernie Bowen Thomson, Chair of Community Justice Cymru (CJC)</p>	<ul style="list-style-type: none"> • Communication & Involvement Lead developing the service user involvement model. The Female Offending Youth Justice Blueprints, coupled with access through Community Justice Cymru Networks, provide real opportunities to demonstrate the tangible, sustainable benefits of engagement and involvement approaches. • Engagement and involvement approaches and outcomes to be supported by appropriate skills and knowledge work stream and threaded across future developments - recognising the importance of citizen-voice in the development and delivery of services. • The new Safer Communities Network, working in partnership with and supporting the Community Justice Cymru Network, third sector, pan-Wales networks and membership organisations, to champion the engaging and involving citizens principle within the shared vision for community safety via the development of Wales-specific products and resources (toolkits, guidance, case studies, training etc.), and making the case for citizen/community engagement and involvement to be sustainably resourced. • Identifying and implementing learning from COVID-19, ‘engagement and involvement citizens’ work. The Community Justice Cymru Network, alongside Membership organisations, has a role to play, engaging across the Voluntary and Community Sectors to access and facilitate citizen voice in national/regional and local partnership working.
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Document 4: Response letter to SRO from chairs of Safer Communities Board

Dyddiad /Date: 4th November 2020
Gofynnwch am/Please ask for: Naomi Alleyne
Llinell uniongyrchol/Direct line: 029 2046 8660
Eboest/Email: naomi.alleyne@wlga.gov.uk



CLILC • WLGA

Reg Kilpatrick

Dear Reg

Safer Communities Programme

Thank you for your letter dated 15th September 2020 seeking confirmation that the Safer Communities Board established jointly by Policing in Wales and the Welsh Local Government Association will provide the strategic leadership for Community Safety in Wales in future and take forward some on-going areas of work previously governed by the Safer Communities Programme Board which you chaired. This was agreed at a meeting of the new Board on 24th September.

You will be aware that the purpose of the Safer Communities Board is to provide leadership, oversight and direction to a programme of work shared by Local Government, Policing in Wales and other partners with the aim of ensuring effective shared leadership is provided to support local partnership working that will support safe, strong confident communities. We attach a copy of the Terms of Reference of the Board for your reference. The role of the Board is fully in line with Welsh Government's vision for community safety in Wales. We hope this provides the assurance you seek that the Safer Communities Board will continue to provide strategic leadership for community safety work for Wales, in line with the agreed vision.

The Board is also content to provide direction, leadership and governance for the outstanding objectives and oversee progress as they become more embedded as 'business as usual', as set out in Appendix A of your letter. The two significant priorities for the Board are the establishment of the Safer Communities Network and the development of an all Wales multi-agency data and intelligence hub/team. We feel both these developments will be of enormous benefit to those working in making our communities safer and we welcome the funding from Welsh Government to help take forward the Network. However, further discussions are needed on whether the Board will accept responsibility for regular updating of the table included as Appendix E of the closure report relating to structural reviews and rationalisation.

You will be aware that Welsh Government has been invited to join the Safer Communities Board and am sure your representative will keep you updated on progress. It may however be helpful for us to meet on an annual basis to discuss progress being made against the agreed vision and in ensuring all partners are working well together to progress the safety of communities across Wales. We would welcome your thoughts on this.

Yours sincerely



Alun Michael



Cllr Mathew Dorrance

Joint Chairs
Police and Crime Commissioner WLGA Spokesperson for Community Safety
South Wales