

The Rt Hon James Cleverly  
Home Secretary  
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Ein Cyf / Our Ref: AD/HW/2355

28 Mawrth / March 2024

Annwyl Ysgrifennydd Cartref,

Dear Home Secretary,

**Adroddiad taflu goleuni ar effeithlonrwydd: Effaith recriwtio a chadw ar y system cyfiawnder troseddol**

**Efficiency spotlight report: The impact of recruitment and retention on the criminal justice system**

Yn unol â'r statud, rwyf yn ysgrifennu atoch chi hefo fy sylwadau ar Arolwg Cyfiawnder Troseddol ar y Cyd Ei Fawrhydi sef *Effaith recriwtio a chadw ar y system cyfiawnder troseddol*.

As required by statute, I am writing to you with my comments on His Majesty's (HM) Criminal Justice Joint Inspection, *The impact of recruitment and retention on the criminal justice system*.

Mae'r adroddiad yn canolbwyntio ar recriwtio a chadw staff o fewn Asiantaethau Cyfiawnder Troseddol yn dilyn canfyddiadau *Effaith y pandemig Covid-19 ar y system cyfiawnder troseddol – adroddiad cynnydd 2022*'. Roedd yr adroddiad yn 2022 yn nodi fod y mwyafrif o asiantaethau heb allu cyfateb eu sefyllfaoedd cyn Covid, gan arwain at gyfran sylweddol o staff amhrofiadol a phroblemau cadw staff.

The report focusses on the recruitment and retention of staff within Criminal Justice Agencies following the findings of the 2022 *'The impact of the Covid-19 pandemic on the criminal justice system – a progress report'*. The report in 2022, identified that most agencies had not been able to match their pre-covid positions resulting in a large proportion of inexperienced staff and issues in retaining staff.

Mae'r Arolwg ar y Cyd wedi nodi bod y Rhaglen Ymgyrch Uplift wedi cynyddu recriwtio swyddogion. Fodd bynnag, mae'r cynnydd mewn recriwtio wedi arwain at weithlu iau sydd hefo diffyg profiad. Mae cyfran sylweddol o swyddogion Heddlu Gogledd Cymru ar y rheng flaen sydd hefo llai na phum mlynedd o brofiad. Mae manteision cael gweithlu ifanc hefo newidiadau a phrosesau diwylliannol ar waith o'r hyfforddiant cychwynnol. Fodd bynnag, mae'r diffyg profiad yn gallu achosi heriau.

The Joint Inspection has identified that the Operation Uplift Programme has increased the recruitment of officers however the rise in recruitment has resulted in a younger workforce that lack experience. There are a significant proportion of North Wales Police officers on the frontline who have less than five years' experience. There are benefits to a young workforce with culture changes and processes being implemented from initial training; however, the lack of experience can cause challenges.

Mae'r adroddiad wedi tynnu sylw hefyd fod cyfraddau swyddogion yn ymadael ar eu huchaf yn

The report has also highlighted that officer attrition rates are at their highest during their first five years

ystod eu pum mlynedd cyntaf o wasanaeth. Mae'r adroddiad yn trafod sut y gall heddluoedd weithio er mwyn cadw staff drwy ddadansoddi data wedi'i gasglu yn ystod y cyfweiliad ymadael ac ymyrraeth gynnar hefo swyddogion mewn perygl o adael. Yn eu hadroddiad sef *Taflu Goleuni PEEL Cael Gafael Cyflawniad yr Heddlu* fe wnaeth HMICFRS ofyn i bob Heddlu gael proses effeithiol mewn lle er mwyn lleihau'r risg o bersonél sgilgar yn gadael yr Heddlu. Mae Heddlu Gogledd Cymru wedi datblygu'r broses cyfweiliad ymadael a fydd yn rhoi cip gwerthfawr ynghylch pam fod unigolion yn gadael y sefydliad. Erbyn diwedd y flwyddyn ariannol, bydd menter "Dweud ac Aros" yn cael ei lansio. Bydd yn annog pobl godi llais os ydyn nhw'n ystyried gadael y sefydliad. Bydd y fenter hon yn caniatáu'r Heddlu fagu dealltwriaeth ynghylch pam fyddai rhywun yn dymuno gadael y sefydliad a rhoi cymorth lle mae angen.

Rwyf yn fodlon fod Heddlu Gogledd Cymru'n gweithio er mwyn cwblhau eu hargymhellion recriwtio a chadw staff. Fe wnaef barhau craffu datblygiad yr Heddlu o fewn y meysydd hyn yn fy Mwrdd Gweithredol Strategol, lle rwyf yn dwyn y Prif Gwnstabl yn atebol.

in service. The report discusses how forces could work to retain staff by analysing data collected during exit interview and early intervention with officers at risk of leaving. HMICFRS in their *Police Performance, Getting a Grip PEEL Spotlight* report requested that all Forces have an effective process in place to reduce the risk of skilled personnel leaving the Force. North Wales Police have developed the exit interview process which will provide a valuable insight into why individuals are leaving the organisation. By the end of the financial year the new 'Say and Stay' initiative will be launching to encourage individuals to speak up if they are thinking about leaving the organisation. This initiative will allow the Force to gain an understanding as to why someone would wish to leave the organisation and provide support where needed.

I am satisfied that North Wales Police are working to complete their recommendations to recruit and retain staff and I will continue to scrutinise the Force's development within these areas at my Strategic Executive Board, where I hold the Chief Constable to account.

Yn gywir Yours sincerely



Andy Dunbobbin

Comisiynydd Heddlu a Throsedd Gogledd Cymru /North Wales Police and Crime Commissioner