**Meeting: Policing Board**

**Venue: Teams Meeting**

**Date: 24th September 2024**

**Time: 10:00-12:00**

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| **Members:** | Police and Crime Commissioner, Dafydd Llywelyn (PCC)Deputy Chief Constable, Ifan Charles (DCC)OPCC Chief Executive, Carys Morgans (CEX)Director of Finance, Edwin Harries (DoF)Director of People and Organisation Development, Linda Williams (DoPOD)\* |
| **Also Present:** | Senior Responsible Officer Force Review-Gareth Scanlon (GSc)\*\*Staff Officer, Insp Gemma Starkey (GS)OPCC Executive Support Officer, Sophie Morgan (SM) |
| **Apologies:** | Chief Constable, Dr Richard Lewis (CC)OPCC Chief Finance Officer, Beverley Peatling OPCC (CFO)OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) |

**\*** **attended for agenda item 1 (Apologies and Introductions), 2 (Update on actions from previous meetings) 3 (Draft Strategic Workforce Plan 2025-26) and 6c (Strategic Workforce Planning Governance)**

**\*\*** **attended for agenda item 5d (Neighbourhood Policing Review – presentation) and 6d (Force Review Update)**

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| Decision No. |  |
| PB 023 | Following the changes made to the OPCC governance arrangements, members of Policing Board agreed the revised terms of reference for Policing Board.  |

## Apologies and Introductions

The PCC welcomed all to the meeting. Apologies were received from the CC, CFO and TCFO. The minutes from the previous meeting were agreed as true and accurate.

## Update on actions from previous meetings

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| Action No. | Action Summary | Update |
| PB 025 | OPCC to arrange regular meetings with Supt Chris Neve. | Completed Meeting arranged for 01/10/24 |
| PB 026 | The CC to contact Michelle Skeer (HMICFRS) to update on the current work of the Force | Completed Meeting arranged for 01/10/24 |
| PB 027 | Force to provide a snapshot of figures of the currently profile of the Force regarding senior officer ratio. | Organisation chart and figures provided |
| PB 028 | CC to update the PCC regarding senior police officer structure at the next Policing Board Meeting. | Update to be provided at Policing Board meeting 24/09/24 |
| PB 029 | PCC to liaise with OPCC Director of Commissioning regarding an update on Sexual Assault Referral Centres (SARCs) | Completed Meeting arranged for 01/10/24 |
| PB 030 | CC to discuss with CC Amanda Blakeman regarding a lead officer/Force to liaise with the College of Policing regarding Welsh language resources. | Completed CC Blakeman has appointed Supt Arwel Hughes (NWP) as the lead SPOC for the work with the COP. |

## Draft Strategic Workforce Plan 2025-26

The Director of People and Organisation Development (DoPOP) provided an update to the Board regarding the Strategic Workforce Plan 2025-26. The DoPOD stated that the narrative for the plan had been written and data validation was ongoing with the Analytical team in the Service Improvement Unit to complete this piece of work. The attrition rate is just over 6% and line with 2 other Welsh Police Forces. Additional activity has been put into the retention of staff, including Say and Stay interviews, which have been fruitful in retaining individuals. The exit interview process has also been refreshed, with exit interview happening before an individual leaves the organisation. These processes follow the national defined leaver categories, so that all Forces review leavers information in the same way.

Going forward, the Head of Talent will bring together recruitment, workforce planning and Learning and Development under one leader, which should allow for a more cohesive process. A new talent attraction officer will work with educational establishments to build a pipeline of individuals interested in a career with the Force.

The DaPOD gave a brief snapshot of the work ongoing from a workforce development.

The PCC asked for results from the Investors in People survey to be shared with himself and also a timeframe of when focus groups will be completed. The DaPOD stated that a report and recommendations will be shared with the PCC during the Policing Board meeting in November.

**Action: Results from the Investors in People survey to be shared with the PCC in the Policing Board in November.**

The PCC stated that the Force needs to have a clear workforce plan and that a plan is ready in November for it to inform the midterm financial plan activity being undertaken and includes future projections for the next 3-5 years. At a strategic level, a quarterly performance framework and monitoring of HR activity.

**Action: A quarterly performance framework to be brought to Policing Board meeting per quarter.**

## Focus Topic: Future

1. **Draft Police and Crime Plan 2025-29**

The PCC asked that Chief Officers feedback to the OPCC regarding the draft Police and Crime Plan by the 1st of October to allow time to make any necessary amendments to the Plan. The Plan will be shared with the Police and Crime Panel members in October. The PCC stated that within the Plan there would be a focus on trust and confidence within policing. The PCC explained that the OPCC has organised community engagement events and focus groups within Dyfed-Powys area to feed into the production of the plan.

**Action: Chief Officers to feedback to the OPCC regarding the Police and Crime Plan 2025-26 by the 1st of October.**

## Questions for the Chief Constable

## Cyber security inspection - how has DPP responded to the cyber security assurance report they were sent in March 2024?

The Board noted the information contained in the submitted report.

The DoF explained that ICT governance is monitored through the Information Assurance Board and the IT Strategy Board.

The Security Assessment for Policing (SyAP) process is a fairly new process for policing developed by PDS Cyber Services and managed by the PDS Cyber Audit Risk and Compliance Team. It was designed to replace processes linked to Public Services Network for Policing (PSNfP) compliance. The SyAP process is built on the NIST framework (National Institute of Standards and Technology) which was introduced to to meet Microsoft 365 compliance. SyAP involves 110 controls, split across 5 different areas – Identify, Protect, Detect, Respond, Recover.

The DoF is confident that the necessary progress is being made. Progress is being monitored via the IT health check and also further work is to be completed with the accreditor.

The DoF suggested that the agenda item is brought back to a Policing Board meeting in 6 months to see the progress made against the IT health check.

The DCC stated that an Information Assurance Board meeting was held the previous week, and a current risk with the information security officer post (ISO) is that the current post holder is currently not in work. The Force will be reviewing the resilience of this post and how the Force can support the role further.

**Action: Cyber Security to be included as an agenda item for Policing Board in 6months time, March 2025 and an updated provided against the IT health check.**

The DCC stated that during the Information Assurance Board meeting he had asked whether there needed to be independent scrutiny and planned to approach the OPCC to enquire if there was anyone available to support and scrutinise the Board.

**Action: CEx to facilitate a meeting between Joint Audit Committee member with portfolio for IT and DCC.**

## Operation Early Dawn

The DCC stated that Operation Early Dawn was instigated on the 26th of August and 4 prisoners were impacted with the Force locally. The DCC stated that the next release would be more challenging as these would be individuals with custodial sentences of five years and over being released early. A gold group within Force is chaired by Chief Superintendent Andrew Edwards who also chairs a multi-agency gold group with the Probation Service

The PCC raised that he had been informed of critical feedback from some of the Independent Custody Visitors, that on occasion they have not been allowed access to the custody suite or when given access, there has not been sufficient levels of staffing within staffing for a member of staff to accompany the visitors to monitoring of detainees.

**Action: OPCC to provide further information regarding issues raised by Independent Custody Visitors.**

The PCC and CEx also raised that they had been informed in relation to the animal welfare scheme that the kennels in Pembrey should have a kennel manager. Currently there is an assistant who works Monday-Friday 9am-5pm and on the weekend’s officers travel to the kennels to check on the dogs and that is an incurring cost from an overtime perspective.

**Action: OPCC to provide further information regarding the queries raised in relation to the staffing of the dog kennels in Pembrey.**

## Review of HMICFRS Homicide Prevention recommendations

The Board considered the Force memo provided in respect of prevention of homicide areas of improvement (AFI). There were 2 HMIC AFI’s re: Homicide prevention.

Recommendation #28883 - By 1 December 2023, Chief Constables should make sure their force can quickly identify lessons from homicides and serious violence incidents. The process should be capable of involving partner organisations when appropriate, so that lessons can be learned more widely.

This action was signed off by then DCC Cockwell in March 2024.

Recommendation #28840 –By 31 August 2024, Chief Constables in England and Wales should devise an approach to make sure their force can, on a sufficiently frequent basis, produce an analytical report concerning its death investigations. This will help the force to:

• better understand the pattern of death reports across the force area, drawing on force data and information gathered by other organisations, including the NHS and local authorities; and

• identify any linked series of death reports

Recommendation #28840 is not currently in place however Service Improvement Unit have confirmed they have the ability and technology to pull Niche and Coroner held data into PowerBI which will support analytical reporting concerning death investigations.

A data protection impact assessment has been completed by the relevant organisations and is awaiting sign off prior to implementation. Governance arrangements will be put in place to regularly review the dashboards and then the AFI will be completed.

The DCC noted the need for a delivery timeline on the data dashboard. There is currently a large number of requests for data dashboards. The DCC stated that the Force may need to explore other options whilst they wait on the development of the dashboard.

**Action: In response to the** **HMICFRS Homicide Prevention recommendations, DCC to confirm with Chief Superintendent Andrew Edwards the timeline for the data dashboard to enable the analytical reports concerning its death investigations**.

## Neighbourhood Policing Review – presentation

The Board received a presentation from GS providing an update on Force Review activity in relation to Neighbourhood Policing.

The neighbourhood policing operating model review looked at eight key points. The eight key areas were Schools Police Service, Neighbourhood Policing, PSCSO Establishment, Resource Management, Optimising the functions of Central Prevention Hub (CPH) and Local Prevention Hub (LPH), Supervision Model, Rural Crime Team and consider benefits and consequences of co-locating CPH and Vulnerability Hub.

The presentation gave a broad overview of the work undertaken regarding the Force review and the outcomes and recommendations.

The PCC was supportive of the direction of travel regarding the LPH model, the recommendation which was approved by senior sponsors was to disband structure and retain 2 central roles (ASB and PS&P) in each LPA NPPT.

The Board discussed NPPT supervision model and proposed repositioning of Sergeants to bolster NPT delivery.

The PCC raised a risk in relation to the rural crime team, where they are not being assigned cases that they should be investigating. The PCC hoped that Ebit would assist with this.

The Board discussed the plan to co locate as a trial the CPH and vulnerability hub. A workshop for officers is planned to take place in October and a further plan is in place for the 6-month trial which will be evaluated to inform future decisions.

The PCC stated the importance of a communication plan and engagement strategy for the above work for communication with the public and working alongside County Councillors to deliver these communications. The PCC was keen for the Force to be sending out regular newsletters whether this be a county or LPA level.

**Action: DCC to discuss a communication plan/engagement strategy including a newsletter with Supt Chris Neve**

## For Noting

## Chief Constable’s Update

The Board considered the operational updates provided in the CC update paper. The PCC noted the fatalities on the roads during the last month and the positive results regarding sentencing in relation to Op Burleigh.

The PCC queried the launch date for the implementation of new technology within the FCC. The DCC confirmed that the launch date is the 11th of November.

## Police and Crime Commissioner’s Update

The PCC provided a brief update on his activities and meetings that took place since the last meeting, including a visit to the Force Communication Centre, consultation events for the Police and Crime Plan and the opening of the Women Centre.

## Strategic Workforce Planning Governance

The DoPOD provided information in relation to the governance arrangements of the Strategic Workforce Planning Group.

The DCC raised that the Force have started to implement the Planning and Assurance Cycle, which will have a positive impact on strategic planning and decision making. An input on this had been provided at Force Executive Board and will be presented at the next Joint Audit Committee.

## Force Review Update

The Board reviewed the paper submitted regarding the Force Review update. The PCC raised that he had been informed that there is currently a discussion being held regarding changes to the Force structure. The DCC confirmed that discussions are taking place regarding this and if changes would deliver improvement locally in terms of performance. A workshop has taken place with Chief Inspectors, Superintendents and Heads of Department and a draft business case was discussed. The Force are in the process of considering the feedback and what the best option for the Force could be.

The PCC queried the timeframe for this decision. The DCC stated that following the workshop, it has been discussed with Senior Sponsors with the view of taking 2 options back to senior leaders for consultation, with a view of taking proposals to the Chief shortly thereafter.

## Strategic Performance Board Terms of Reference

The CEx stated that the Terms of Reference for the Strategic Performance Board were provided to the Board for information, so that the members of the Board are aware of the new Governance structure as per the discussion at the Chief Officer away day.

The CEx stated that the first Strategic Performance Board meeting is scheduled for 5th of November. Strategic Performance Board meetings will be aligned with the Force’s arrangements in terms of Force Performance governance.

## For Decision

1. **Policing Board Terms of Reference**

The Board considered and approved the revised Terms of Reference for Policing Board.

The CEx raised that as meetings going forward would be monthly, a longer timeslot would in place for the meetings.

The CEx confirmed that procurement decisions will be made at Chief Officers Group meetings and at OPCC Executive Team meetings.

**Decision: The Board approved the revised terms of reference for Policing Board.**

## Any Other Business

1. **CC’s response to HMICFRS report regarding Op Soteria progress.**

The PCC was grateful to the CC for the response to the report and that a PCC response would be shared with the Force and sent to HMICRFRS.

1. **CC’s response to HMICFRS inspection into activism and impartiality in policing**

The PCC was grateful to the CC for the response to the report and that a PCC response would be shared with the Force and sent to HMICRFRS.

1. **Vetting**

The PCC stated that the CEx would be raising the backlog in vetting during the next Professional Standard Department Assurance Board meeting. The PCC stated that he was aware that some volunteers linked to the OPCC had not had any progress made in their vetting applications in some time and that there were risks associated with the delivery of Commissioned Services as a result of delays in the vetting process.

The PCC referenced ways in which the voices of individuals with lived experience of the police service and criminal justice system and who wouldn’t normally pass traditional vetting processes could be included within scrutiny work of the Force. The DCC stated that he was aware that the ability to include those with lived experience was a discussion point in the activism and impartiality inspection.

**Action: CEx and DCC to meet to discuss ways of including individuals with lived experience in the OPCC and Force’s scrutiny work.**

1. **HMRCFRS Visit**

The DCC raised that HMICFRS would be visiting the Force for a week from the 6th of October. A plan is currently being finalised but there is likely to be a focus on the Force Communication Centre and Vulnerability Hub.

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| Action No.  | Action Summary from meeting 24/09/2024 | To be progressed by |
| PB031 | Results from the Investors in People survey to be shared with the PCC in the Policing Board in November | Force |
| PB032 | A quarterly performance framework to be brought to Policing Board meeting per quarter. | Force |
| PB033 | Chief Officers to feedback to the OPCC regarding the Police and Crime Plan 2025-26 by the 1st of October. | Force |
| PB034 | Cyber Security to be included as an agenda item for Policing Board in 6months time, March 2025 and an updated provided against the IT health check. | Force |
| PB035 | CEx to facilitate a meeting between Joint Audit Committee member with portfolio for IT and DCC. | OPCC |
| PB036 | OPCC to provide further information regarding issues raised by Independent Custody Visitors. | OPCC |
| PB037 | OPCC to provide further information regarding the queries raised in relation to the staffing of the dog kennels in Pembrey. | OPCC |
| PB038 | In response to the HMICFRS Homicide Prevention recommendations, DCC to confirm with Chief Superintendent Andrew Edwards the timeline for the data dashboard to enable the analytical reports concerning its death investigations.  | Force |
| PB039 | DCC to discuss a communication plan/engagement strategy including a newsletter with Supt Chris Neve | Force |
| PB040 | CEx and DCC to meet to discuss ways of including individuals with lived experience in the OPCC and Force’s scrutiny work. | OPCC & Force |

CLOSE