



Mae'r ddogfen hon ar gael yn Gymraeg yn ogystal â Saesneg.

This document is available in Welsh as well as English.

Meeting:	Policing Board
Venue:	MS Teams
Date:	21st October 2025
Time:	14:00-16:00

Members:	- Police and Crime Commissioner, Dafydd Llywelyn (PCC) - Chief Constable, Ifan Charles (CC) - OPCC Chief Executive, Carys Morgans (CEX) - OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) - Director of Finance, Edwin Harries (DoF)
Also Present:	- Temporary Staff Officer, Insp Lewis Simpson (LS) - OPCC Executive Support, Sophie Morgan (SM)

1. Apologies and Introductions

The PCC welcomed all to the meeting. The minutes from the previous meeting were agreed as true and accurate.

2. Update on actions from previous meetings

Action No.	Action Summary	Update
PB 089	The Force to share the Flexible Retirement policy with the PCC.	Completed
PB 090	Consideration to be given to the HMICFRS Force Liaison Lead attending the Financial Seminar scheduled for November 2025.	Completed
PB 091	OPCC representative to attend the monthly extended Chief Officer Group meeting discussing the upcoming HMICFRS PEEL inspection.	Completed-Invitation shared
PB 092	OPCC representative to attend the monthly extended Chief Officer Group meeting discussing the upcoming HMICFRS PEEL inspection.	Completed-Invitation shared
PB 093	Superintendent Neve to provide a briefing to the PCC regarding community engagement following the launch of the community engagement app in Force.	Completed-Meeting arranged

3. Focus Topic:

a) Force Management Statement Feedback

The Board noted the feedback received regarding the Force Management Statement (FMS).

It was noted that these judgements regarding FMS are formed from a single person's view, with no force liaison or inspection activity. The review is prepared as a guide for internal use only, to inform inspection preparation.

The feedback noted the following strengths of the FMS.

- The Force generally demonstrates a good understanding of demand and the extent to which it can be met.
- The Force understands the current risks/challenges it has and is taking steps to address these within the confines of their financial situation.
- Discussion of assets is particularly strong and is thorough and detailed throughout the FMS.

The FMS could improve by:

- More use of data to support discussions around performance.
- Connections between steps could be stronger in some areas: will the step 3 plans fully address the identified step 2 gaps? Otherwise, need an explanation of the risk that will be tolerated.
- Caution with formatting: in the finance appendix, the Force badge is covering some of the text.

b) Summer Demand Update

The Board received updates on Summer Demand from various departments within the Force, which noted the impact on various areas of the Force.

Regarding the Criminal Investigation Department (CID), there were no exceptional matters to report in relation to summer demand. The key pinch points have been Crime Scene Investigators and Managers. The 2025 Operation Valiant funding awarded to the Secondary Risk Assessment Unit (SRAU) to help address backlogs has been of assistance.

The summer demand is typically seen following the summer months as potential increase of motoring offences captured would result in increase of referrals to the National Driver Offender Re-training Scheme (NDORS) in subsequent months. This may not necessarily be referrals for Dyfed-Powys offences as offenders can book courses across the UK therefore increased demands with other police organisations can have an impact.

As a small team, the Driver Re-Training Scheme [DRS] is limited with the number of courses that can be delivered per day due to the associated workloads, along with the lack of resilience within the trainers to schedule additional courses.

Additional trainers are being procured to provide resilience; however, this does not negate the capability of the DRS office team to deal with additional courses.

Action: - Force to confirm if there is the ability to pause the driver re-training scheme to catch up and if so, is there a financial implication for the Force.

Within the Crime Incident Hub (CIH), the volume of Priority 3 (Standard) calls this summer has been slightly higher than last year. Whilst the CIH were carrying backlogs during peak demand in August, the backlogs remained at a reasonable level for both new crimes for allocation and crime for investigation. At its highest, the new calls for service backlog reached 375 along with 357 ongoing investigations (Total of 743 case load). This is compared to 467 new calls for service and 1046 ongoing investigations at its worst during the same period last year.

The main factor which contributed to the success was the low sickness levels experienced within the team compared with previous years. Sickness in June and July was particularly low, with only two members of the team sick for a long period. Sickness increased in August but still at significantly lower levels than in previous years. The majority of the Op Valiant funding was used during August and September (Approximately £20k, out of the budgeted £30k), which enabled CIH to increase their capacity to deal with the demand.

Action: - – How much was allocated (£172K) for Op Valiant and how much has been spent (£231K)?

The Domestic Abuse Virtual Response Unit (DAVRU) have managed to service the summer demand; however this has been challenging at times due to the level of abstractions within the team. Overtime and Paid Rest Days has been used to fill gaps in resourcing. New processes were introduced where CIH Sergeants have been called upon to cover some DAVRU supervisor duties which is a process that will be scoped as a long-term solution to manage supervisory demand within the DAVRU.

Whilst the demand was serviced, the timeliness of re-contact is not what was anticipated for the team, and a very small number of victims were being transferred directly to an officer at the time of making a call.

Action: - Force to give consideration of improving the life transfer rate between the FCC and DAVRU.

Regarding summer demand within the Force Communication Centre, June, July and August saw an average of 21,500 calls per month, which was just 415 calls

(1%) higher than the same period in 2024, but 7885 calls (11%) lower with than in 2023.

Performance this year was greatly improved compared to previous years with a consistent 94.9% of 999 calls answered within 10 seconds and an Average Speed of Answer (ASA) of 4.9 seconds throughout each of the three months. This strong performance ensured DPP maintained being in the top 5 of Forces each month for both 999 KPIs. Additionally, 101 performance remained consistently good with an ASA of 35 seconds and abandonment rates varying slightly between 6% and 7% which again placed DPP in the top 5 for both 101 KPIs.

Actions taken included the creation of a Summer Demand Team who were experienced call takers who volunteered to temporarily change their shifts to work corporate hours (Mon-Fri, 9-5) as this is where the Force receives 60% of all calls.

The cohort of new starters were put onto the floor midway through training to take non-urgent calls, allowing experienced call handlers to field the more urgent calls. This arrangement continued through July and August and was so well received that it has been adopted into the training plan for all future intakes.

Op Valiant funding was used to improve staffing levels outside of corporate hours to ensure that performance was maintained through the evenings and nights.

The FCC will replicate the Summer Demand Team next year given its success this year contributing to achieving high performance levels. The FCC is also considering other options for next summer including bank staff to assist where needed, fixed term contracts for 3 months which would be ideal for students looking to work during the summer and apprenticeships.

Action: - Further information to be provided regarding plans for fixed-term contracts for next summer for students.

c) Roads Policing Update

The Board received an overview of the Roads Policing (RP) capability, current performance, key risks as well as opportunities for improvement.

There are 67 trained roads policing officers in Force, of which 54 are operational RP officers, 3 are seconded to the serious collision investigation unit (SCIU) due to continued demand on this unit, 2 are officers acting up to Sgt rank and the rest trained but not allocated to a RP post at this time. There are a small number of Roads Policing transferees in the pipeline, although they await vetting and other checks prior to being made any formal offer of employment.

SCIU is made up of a Sergeant and 4 active PCs, three of whom are seconded into the unit due to permanent members of staff having operational restrictions.

Operational Roads Policing Officers are currently investigating 63 killed or seriously injured (KSI) collisions across the Force. In addition, Roads Policing officers are holding 430 volume crime investigations, an increase of 41% since January 2025. During 2025, the Force have recorded 24 fatal road traffic collisions and 324 serious injury collisions.

The Board discussed how the Welsh Government-led consultation continues across the four Welsh Forces, with the ongoing financial stability of GoSafe being the main priority. Nevertheless, the operational work of GoSafe continues with a balanced mix of education, engagement, awareness-raising, and enforcement being undertaken across the Force area.

The team have seen a 14% increase in public submissions to Operation SNAP, this is partially attributable to increased awareness and promotion of the service but also indicates the public feeling towards offences being committed on roads within the Force area. GoSafe data demonstrates that the vast majority of all KSI remains cars and motorbike and shows that collisions within 60mph (53%) and 20mph (23%) limits remain the highest.

BCUs have created problem orientated policing plans, with problem profiles and the relevant data provided by GoSafe and the Specialist Operations department to aid this process. Most BCUs now have some form of partnership meeting for road safety to promote the discussion and bring the relevant partners with road safety responsibilities to the table.

A roads policing evaluation of the changes implemented in June 2024 was undertaken at the 12-month point, which established that the number of killed and seriously injured on our roads has remained at high levels, with no decrease in the trend at all. Furthermore, the volume of crime held by roads policing officers has increased, resulting in a decrease in proactive activity. The feedback from Uniform Response colleagues was that the move had also not resolved their resource issues.

The evaluation concluded that a phased return of roads policing officers to the Specialist Operations department would be beneficial, aligned with moves to support uniform frontline policing. Line management of roads policing officers will be transferred back to roads policing Sgts (under HQ) in November 2025. The department are working with BCU commanders ahead of this to manage the significant crime investigation load, with a memorandum of understanding drafted, aligned with the crime allocation matrix to ensure a smooth transition.

A discussion ensued in relation to the requirement for robust performance management and the need to develop a dashboard that will allow the automation of the data performance metrics, ensuring oversight and evidence-led decisions moving forward.

Action: - Force to clarify source of the grant funding for the development of a dashboard that will allow the automation of the data performance metrics with Roads Policing Unit.

It was recognised that whilst roads policing has faced challenges during the last 18 months, efforts have been made to offset these where possible to ensure the continued effective policing of the road network. The recent evaluation has created the opportunity for the Force to significantly improve their performance against the roads policing strategy, to better support colleagues with Force priorities and to increase returns for National Campaigns.

4. Questions for the Chief Constable

- **What is the Chief Constable's assessment of the impact of phases 1 and 2 of Right Care Right Person (RCRP)? In particular: What data has been collected over the last year to evidence this impact and how does this align with the expected outcomes?**

The CC updated that phases 1&2 went live on 14th October 2024 and Phases 3&4 went live on the 18th August 2025. A total of 2267 RCRP incidents have been recorded with police attending 1206 and declining 1061.

This is providing around a 50% reduction on Police attendance and a saving of 437 days of Operational Policing. This is an increase on expected savings of around 30%.

- **Have there been any barriers to engagement with partners?**

There were several workshops undertaken pre phase 1&2 launch with key strategic partners including Health Boards, Local Authorities, WAST, FRS, and Third Sector Partners. This included visits to educational establishments to meet head teachers and presentations to various safeguarding boards.

HDPP have continued to engage through monthly "dial ins" where partners are able to discuss examples and highlight any concerns or organisational learning.

As a result of the above there have been very few barriers to engagement, and this work has been replicated for Phases 3&4 with ongoing engagement events and strategic/tactical level meetings.

- **What measures have the Force taken to ensure that Force Communication Centre staff are supported in delivering Right Care Right Person?**

The FCC staff have been supported throughout with a comprehensive training programme for all 4 phases. With phases 1&2, the staff were supported by "Floorwalkers" who assisted in the early implementation of the new RCRP script. There has been a process of "dip sampling" RCRP incidents and feedback has been provided to all FCC staff including Force Incident Managers, this feeds into

monthly FCC performance. Prior to phase 3&4 implementation, there was a programme of further training and consolidation of learning from phases 1&2.

- **What measures are in place to conduct risk assessments at the point of arrest to identify vulnerability, including mental health needs, and how are officers trained in this area?**

For every RCRP incident there is a RCRP script that is completed to address Threat, Harm, Risk and Vulnerability. The completion of this script is part of the performance measurement for the FCC. Front line officers have undertaken mental health training provided by the Mental Health Co-ordinator to improve knowledge in this complex area of policing, additionally, officers now undertake a "Mental Health" scenario in annual officer safety training (PPST) where they conduct a dynamic risk assessment and utilise the training delivered including consultation with the mental health professional line and contacting WAST as the preferred method of transport. Risk assessments are also undertaken in custody units to identify mental health needs and vulnerabilities.

a) Are there any early indications of the impact of phases 3 and 4 relating to the Right Care Right Person initiative?

There has been significant work undertaken to streamline the Section.136 process in both Hywel Dda and Powys Teaching Health Board. There is a 90% use of the professional consultation line and in late October 2025, there will be a move to digitalised S136/Voluntary forms for staff to improve handover times and data capture.

Where the officers did not "consult", these incidents are reviewed and there are valid reasons for this, such as level of aggression or injury to the subject. Where police officers take persons detained under Section.136 Mental Health Act to mental health places of safety, the handover times are, on average, around an hour. Where A&E is used as an alternative place of safety, police are seeing much longer wait times due to lack of section 136 suites and section 140 urgent care beds in Wales. This is replicated across Wales and work is ongoing at Welsh Government level to address this issue.

The use of police vehicles to transport is still around 97% for HDDP, and 95% across the rest of Wales. As part of the phase 3&4 implementation, data will be analysed to address incidents where police have transported to understand the demand and the reasons behind this. It is still too early to obtain accurate data for this.

b) Are there any implications for processes and practice for the Force as a result of the Welsh Government Mental Health and Wellbeing Strategy 2025-2035?

The Force are reviewing their Mental Health strategy and policy, and this work is currently ongoing with Superintendent Neve and the Mental Health Coordinator. It is not anticipated that there will be any adverse implications as a result of the

Welsh Government Mental Health and Well-being strategy. This work supports the suicide prevention activities that the Mental Health Coordinator is involved in and will support some of the aims contained in the Welsh Government strategy around safe and timely services, particularly reducing waiting times for mental health assessments.

5. For Noting

a) Chief Constable's Update

A Chief Constable update was provided to the Board regarding incidents and operations that had occurred since the last meeting. The report includes updates on good police work including work undertaken during the Ironman Wales event as well as significant operational and organisational updates.

b) Police and Crime Commissioner's Update

The PCC provided an update on his activities and meetings that took place since the last meeting, including a youth open day at HQ, community engagement days in Powys and Pembrokeshire and attendance at AWPAC Symposium in Wrexham and the WSAS Aber SARC Hub Opening.

c) Finance Update

The report provided Board members with a financial update as of 15th October 2025, summarising the latest expected out-turn position for the current financial year, 2025/26 based on spending up to 30th September 2025. This is currently £0.652m within budget. In August 2025, the Force reported a position of £0.773m within budget for the Force.

The budget set for 2025/26 assumed a pay increase of 2.8% from September for officers and staff. The Pay Negotiating Board has agreed a pay award of 4.2% for Officers from 1st September 2025. The Force have estimated the same pay award for Police Staff in their forecasts from September. Home Office have indicated that £120m will be distributed between Forces to offset some of the 1.4% gap in pay award. DPPs share would equate to approx £849k. This level of additional funding has been included in the projections, although exact allocations are yet to be confirmed.

Police Officer Pay and Allowance costs are projected to be over budget by £153k. This incorporates the increased pay award. The profile of leavers for September and October has changed with less retirements and leavers now being projected than assumed at budget setting time. The additional costs of these are partially offset by a delay and reduction in the transferee intake in November. Current recruitment plans to March 2026 are looking to deliver 1,328 FTE in position by March 2026 which provides capacity to capitalise early should additional Neighbourhood Policing Guarantee funding be available but also will allow a return to two recruitment intake dates of September and March in 2026/7.

Police Officer overtime is coming in over budget by £305k. The actual spend on officer overtime for the first 6 months is £1.433m, which is £326k higher than profiled for the period against a total annual budget of £2.257m. The impact of the change in rotas, should see a reduction in the overtime requirement for crime enquiries, due to the improved handover periods incorporated in the new rotas. There have been significant mutual aid deployments through September, the costs of which will be recoverable. The monitoring of overtime continues to be a focus, as part of the monthly ACC overtime review group.

Police Staff budgets are expected to be within budget by £411k with some delays in recruitment of staff being experienced against NP Guarantee, workforce modernisation and general leaver recruitment being experienced. This is offsetting the impact of the increased pay award for staff which have been assumed at the offer level of 4.2% which is currently being consulted on by Unison.

The projection for non-pay is £606k underspend, which mainly relates to savings in year for energy, rent & utility costs. Income budgets are projected to be some £397k below budget, mainly represented by Prosecution fees (£162k) and Firearms Licensing (£153k).

Grant income of £849k has been estimated for DPP as its share of the £120m nationally allocated towards the higher pay award. Once this income has been confirmed, a budget virement will be completed to add the budget and income target to the accounts.

In summary for 2025/26, the budget position remains positive at this stage, with the pay award support expecting to cover the overspend officer pay, overtime and forensic costs. The budgets will be closely monitored in the coming months, in readiness for budget setting for 2026/27.

In relation to capital expenditure to the end of September 2025, the Capital expenditure is projected to be £21.057m against a Capital budget of £28.101m. This projection is being challenged and will be updated in the coming weeks. Slippage will be reviewed through the financial year with the budget for 2025/26 and future years being amended as necessary.

Action: - Force to confirm where on the accounts are estates rates rebate reflected.

Action: - Force to provide further information regarding Police Officer overtime accruals and mutual aid.

d) Force Operating Model Update

Senior Responsible Officer, Force Review Gareth Scanlon provided an update paper to the Board on the Force Operating Model.

Regarding the Workforce Mix Programme update, work continues to deliver the organisation's ambition to recruit 50FTE Police Staff to allow 50FTE Police Officers

to be released from 'back-office functions' to frontline policing. Two funding streams support this initiative:

- Neighbourhood Policing Guarantee (NPG): 33FTE Police Officers to NPPT.
- Precept Funding: 17FTE Police Officers to Uniform Response Teams.

Currently, 55% of Police Staff recruitments to enable workforce mix for NPG has been achieved. Several recruitment processes are ongoing, and some have yet to commence due to several challenges.

In tandem to this an EOI process for the growth in NPPT PCs has recently closed yielding 40 applicants. This is being closely managed to minimise the risk of this exercise impacting adversely on Uniform Response Team numbers.

The principal challenge faced is as an outcome of recruitment processes, and the necessary speed of the same, to meet grant timelines. This is exacerbated by capacity pressures, and/ or process lead in times, in areas that support recruitment, for example (not exhaustive):

- Pre-employment, vetting and medical check lead in/process times.
- Fast-time reprioritisation and delivery of training for newly recruited Police Staff.
- High interest (and success) of existing Police Staff (often from other mission critical functions) for newly advertised NPG Police Staff Workforce Mix roles. This exacerbates recruitment challenges owing to requirement for further recruitments and training periods to backfill successful internal candidates.

e) Data Protection Impact Assessment (DPIA) Update

Debby Jones Information Manager provided an update to the Board in respect of Data Protection Impact Assessment (DPIA) position.

A new electronic DPIA template/process has been developed. Concerns have been raised by the Data Protection Officer (DPO) and the Data Protection Advisor (DPA) in respect to the 'question set' and decision-making process within the new process. There are concerns that in its current form, it will not provide the information required to make risk-based decisions in line with the legislation and the information required for setting in place other legally required documentation and informing the Record of Processing Activities (ROPA) process and the Information Asset Register (IAR) process. The DPO has provided advice on this and consequently, further consultation is taking place with the aim of ensuring the process meets the requirements of the legislation, including the legal responsibilities of the Data Controller, and the other processes emanating from the DPIA process.

The final agreed DPIA process will be tested, prior to it going live, by the IMBA staff who will be required to use the process daily.

A monthly DPIA prioritisation meeting has been set in place by the DCC and is attended by the DCC, ACC, OPCC CEO, the Procurement Manager and the DPO.

An action plan has been developed based on recommendations made by Chief Insp Evans in their update report to the DCC. The action plan has been tabled for discussion at the next DCC DPIA prioritisation meeting later in October.

The IMBA Team are undertaking the Information Commissioner's Office (ICO) Accountability Framework process, which is designed to help organisations assess their own compliance with key requirements under data protection law. This includes a section on 'Risks & DPIA's'. A report will be compiled outlining Force compliance once the whole framework has been worked through.

Future challenges:

- Increased workloads across the department.
- Ensuring compliance with information compliance legislation across the Force from a governance perspective and training and awareness requirements.
- Information governance challenges and emerging information security threats from Artificial Intelligence (AI), cyber-attacks, social engineering and the supply chain.

Action: - Force to score the risk surrounding Data Protection Impact Assessment (DPIA) and action if needed to be included on the Force corporate risk register.

f) Executive Partnership Strategy

The Board noted the report regarding the Executive Partnership Strategy and the CC presented the vision, aim, intention and strategic objectives of the strategy. The CC also explained the proposed governance and accountability of the strategy.

The next steps include undertaking a stakeholder mapping analysis, engagement with stakeholder and partner and finalisation of the strategy and scheduling of governance groups.

Action: A revised Executive Partnership Strategy to be brought back to Policing Board following review by CC.

Action- The revised Executive Partnership Strategy to be shared with OPCC Director of Commissioning following review by CC.

g) Wales Resilience Framework

The Board discussed the Wales Resilience Partnership Work Programme 2025-2026 and noted the Wales Resilience Framework delivery plan actions.

h) Prevention and Intervention: Children and Young People

The Board noted the report submitted by Gareth Scanlon and the progress in relation to this activity, including recruitment, governance and performance requirements. The Board also discussed progress in relation to the commissioned services for Reachable Moments, which is going to be taken forward by Adferiad. It is intended that this will go live in early November 2025.

The T/CFO raised that a report had been received by the PCC around a potential change to the in the Children and Young People Intervention programme with the Force looking to create a coordinator role to repurpose the funding set aside for the Fearless caseworker. The PCC asked for clarity and rational behind the request and operational impact. The CC stated that this request had not being received via Senior Sponsors.

Action: - Engagement strategy to be shared with OPCC.

Action: - The CC requested that the business case regarding the Fearless caseworker be submitted into Senior Sponsors.

i) Any Other Business

a) Letter from residents in Force Area-Safety Concerns

The Board discussed a letter received from residents in within the Force area regarding safety concerns. The CC stated that a plan of action was in progress to address the issue raised in the letter including a meeting with the Chief Executive of the Local Authority, and BCU commander.

Action: - Arrangements to be made for the CC and PCC along to meet with residents in area regarding safety concerns.

Action No.	Action Summary from meeting 21/10/2025	To be progressed by
PB 094	Force to confirm if there is the ability to pause the driver re-training scheme to catch up and if so, is there a financial implication for the Force.	Force
PB 095	Force to give consideration of improving the life transfer rate between the FCC and DAVRU.	Force
PB 096	Further information to be provided regarding plans for fixed-term contracts for next summer for students.	Force
PB 097	Force to clarify source of the grant funding for the development of a dashboard that will allow the	Force

	automation of the data performance metrics with Roads Policing Unit.	
PB 098	Force to confirm where on the accounts are estates rates rebate reflected.	Forc
PB 099	Force to provide further information regarding Police Officer overtime accruals and mutual aid.	Force
PB 100	Force to score the risk surrounding Data Protection Impact Assessment (DPIA) and action if needed to be included on the Force corporate risk register.	Force
PB 101	A revised Executive Partnership Strategy to be brought back to Policing Board following review by CC.	Force
PB 102	The revised Executive Partnership Strategy to be shared with OPCC Director of Commissioning following review by CC.	Force
PB 103	Engagement strategy to be shared with OPCC.	Force
PB 104	The CC requested that the business case regarding the Fearless caseworker be submitted into Senior Sponsors.	Force
PB 105	Arrangements to be made for the CC and PCC along to meet with residents in area regarding safety concerns.	Force
PB 106	How much was allocated (£172K) for Op Valiant and how much has been spent (£231K)?	Force

CLOSE