**Meeting: Policing Board**

**Venue: Teams Meeting**

**Date: 22nd October 2024**

**Time: 10:00-12:30**

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| **Members:** | Police and Crime Commissioner, Dafydd Llywelyn (PCC)  Chief Constable, Dr Richard Lewis (CC)  Director of Finance, Edwin Harries (DoF)  OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) |
| **Also Present:** | \* C/Insp Dominic Jones-Central Prevention Hub  \*\* C/Insp Delyth Evans-Information Management  Staff Officer, PS Marc Davies (MD)  OPCC Executive Support Officer, Sophie Morgan (SM) |
| **Apologies:** | OPCC Chief Executive, Carys Morgans (CEX)  OPCC Chief Finance Officer, Beverley Peatling OPCC (CFO) |

**\*** **attended for agenda item 3a (Update on Right Care Right Person)**

**\*\*** **attended for agenda item 3b (Information Management)**

## Apologies and Introductions

The PCC welcomed all to the meeting. Apologies were received from the CEX and CFO. 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 |
| PB041 | Results from the Investors in People survey to be shared with the PCC in the Policing Board in November | In Progress-to be shared in the Policing Board in November 2024 |
| PB042 | A quarterly performance framework to be brought to Policing Board meeting per quarter. | In Progress |
| PB043 | Chief Officers to feedback to the OPCC regarding the Police and Crime Plan 2025-26 by the 1st of October. | Completed |
| PB044 | 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. | In Progress-included as an agenda item in the Policing Board in March 2025 |
| PB045 | CEx to facilitate a meeting between Joint Audit Committee member with portfolio for IT and DCC. | In Progress |
| PB046 | OPCC to provide further information regarding issues raised by Independent Custody Visitors. | Completed |
| PB047 | OPCC to provide further information regarding the queries raised in relation to the staffing of the dog kennels in Pembrey. | Completed |
| PB048 | 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. | Response from Det Supt Anthony Evans:  Data Protection Impact Assessment prepared and shared with HM Coroner and the local authority as they own the data that we wish them to share, they are expected to respond mid to late October. |
| PB049 | DCC to discuss a communication plan/engagement strategy including a newsletter with Supt Chris Neve | Response from Inspector Darren Crockford, Central Prevention Hub (CPH):  The sending out of an external annual newsletter is an aim of the CPH. The content reflects both Force wide and local work that is being carried out. At present the CPH is delivering the new Force NPPT Strategy and Performance framework to the frontline and conducting roadshows around this area of work. Once capacity in the CPH resumes this will be revisited. |
| PB050 | CEx and DCC to meet to discuss ways of including individuals with lived experience in the OPCC and Force’s scrutiny work. | In Progress |

## Focus Topic:

1. **Update on Right Care Right Person**

The Board received an update from C/Inspector Dominic Jones regarding Right Care Right Person. The Force went live with phase 1 and phase 2 on 14th October 2024. All Welsh Forces are now live with phases 1 and 2. As part of the planning, meetings were held with statutory and non-statutory partners. A sophisticated date product is available for measuring phase 1, the data for phase 2 has been less reliable due to the different ways these types of calls are received by the Police. The C/Insp stated that it is not envisaged that they would not be able to supply a reliable data product to show the effectiveness of the project for approximately 3 months. A discussion ensued in relation to issues relating to this and how performance is being monitored, e.g. through daily dail in meetings with partners.

The TCFO asked if the Force are confident going forward as these phases roll out that the other partners will be adequately resourced to be able to fulfil those requirements and queried whether there been any challenges to the new approach. The C/Insp state that this was raised as part of the initial consultation, the C/Insp also gave an example of a call pushed back from a partner organisation and how the situation was dealt with, and the correct organisation is now taking responsibility.

The C/Insp provided an update on the implementation of phase 3 and phase 4.

1. **Information Management**

T/C/Insp Delyth Evans provided an update to the Board. The T/C/Insp explained that despite the number of requests in the Disclosure and Barring Service (DBS) backlog continuing to be very high, the DBS team were managing to contain numbers and preventing the oldest cases becoming chronically overdue. By month-end, they are consistently closing almost all of the cases that were aged 60+ days at the start of the month (98-99% of them), but they are quickly replaced by a completely different set of aged cases. Their performance has recently been highlighted and praised by the Head of the Police Performance Management Unit in the national DBS team, comparing them to other Forces who are closing between 20 to 45%.

The DBS team were awarded an ‘Outstanding’ grading for compliance in the recent mid-year 2024-25 Standards and Compliance Unit (SCU) review. Sustaining a compliance grading like this is not easy when operating with such a large backlog, and the team’s efforts have been recognised. The workflow in DBS is working well, but the demand is continuous.

The Board reviewed the performance figures as detailed in the report, noting that the Force had received applications in excess of forecasted demand during this reporting period. Despite the team continuing to close cases above forecast levels, the demand coming in has still resulted in increased ‘work in progress’.

The C/Insp advised the Board of measures that have been put in place to help reduce the backlog and manage demand. These measures include the MOD Police and Cheshire Constabulary assisting with certain types of applications, a temporary member of staff to assist with basic searches, staff working overtime, the Disclosure and Barring Service have approved 2 x FTE decision makers for a 12-month fixed term period. One is due to start in November. Unfortunately, the other successful candidate withdrew their application during the vetting/HR process and the position has been re-advertised. T/CI seconded to Information Management Business Area (IMBA) is now working with team to review current processes and an agreement with local authorities that their workforce DBS checks which have gone over the 60-day timescale will be prioritised.

The C/Insp stated that they are trying to encourage staff within local authorities to sign up to the DBS update service to reduce the number new and duplicate applications coming through to the Force.

**Action: C/Insp to feedback to Policing Board following discussion with their Single Point of Contact (SPOC) regarding DBS Update service and duplicate applications.**

The PCC questioned if there had been a growth bid within this area. The DOF stated that there had been, but the Force were looking at what can be achieved through processes in the first instance including filling the vacancies within the department and the work ongoing from a continuous improvement perspective.

In terms of Freedom of Information performance, as at 14th October 2024, there were 3 cases in the FOI backlog. The oldest of these cases is 12 days overdue. The Force compliance rate with the 20-day timescale is 87%.

The C/Insp stated that Subject Access Requests (SAR’s) accrued over the summer holiday period – from 1 case in w/e 5th July, to 32 in w/e 30th August. This backlog has been reduced during September and is now at 5.

It was stated that the biggest demand for the Disclosure Unit is from Probation, amounting to 42% of the total number of requests received between w/e 5th April and w/e 4th October. The T/C/Insp stated that would be working with Probation to better understand the demand.

The TCFO queried the number of temporary members of staff within the Information Management Business Area (IMBA) and where they were being abstracted from.

**Action: C/Insp to provide figures for the number of temporary members of staff within the Information Management Business Area (IMBA).**

1. **Update on Shoplifting Initiative Pilot**

The Board considered the update on the Shoplifting initiative. The purpose of the Shoplifting Initiative was to streamline and expedite volume shoplifting offences by implementing a process where suspects are no longer interviewed where certain criteria is met. Those instances are where there is irrefutable evidence because of high-quality CCTV footage, strong identification statements, the full code test will have already been met making an interview unnecessary for prosecution. The initiative was implemented in Crime and Incident Hub (CIH) as most scheduled crimes are recorded and initially investigated within the hub who solely conducting desktop investigations. The CIH will continue to utilise the Shoplifting Initiative unless directed otherwise.

The CC stated that shoplifting will form part of the next tranche of offences to be included within Ebit early next year.

The TCFO noted that there had been a particular increase in Shoplifting in Pembrokeshire and was there any challenges in that area. The CC stated that he was not aware of anything but would investigate the matter.

**Action: Force to provide further information on the increase of the shoplifting in Pembrokeshire.**

## Questions for the Chief Constable

1. **Improving relationships between Police and our communities is going to be essential in improving trust and confidence in the service. Feedback from the public and community representatives in the PCC’s recent Police and Crime Plan Consultation highlight the need for enhanced communication and collaboration between the police and local communities. What is the Force’s engagement strategy for building and maintaining positive relationships with community representatives and groups, and are there any performance measures in place to monitor the engagement?**

The CC stated that at the end of August 2024, the Force launched its new Neighbourhood Policing Prevention Team (NPPT) strategy / Prevention Strategy and NPPT Community engagement strategy. The new strategies have set out the plan for the Force for the next four years around how they will engage with communities. To ensure the strategies are meaningful and delivered across the organisation, they are supplemented with a delivery plan and performance framework. Both the delivery plan and performance framework were created in conjunction with NPPT practitioners and partners including the OPCC. The performance framework now mandates specific elements of community engagement, for example NPPT’s must have a monthly community meeting, a street briefing with local community leaders and a meet the street event. They must also publish their local priorities for the forthcoming month on their social media channels and on the Force website. To ensure there is compliance with the performance framework and delivery plan, a new governance and performance reporting avenue has been implemented to support performance management around the framework, i.e. there is a new reporting process through Microsoft Teams re each NPPT’s monthly compliance against the framework.

To re-enforce the messaging, the Force have a series of NPPT roadshows across the Force running between September and October, as well as some online mop up sessions.

The next step is to produce a set of KPIs to monitor progress against the strategy (by the end November) and monitoring will take place at Operational Policing Board.

1. **Police visibility was also a constant theme within the consultation, with feedback indicating a desire for greater police visibility, especially in rural areas. Are there minimal operational resourcing levels that need to be maintained, and what oversight mechanisms does the Chief Constable have in place to ensure that the abstraction policy is being adhered to?**

The CC stated that as part of the new NPPT strategy, the Force have launched an abstraction policy which includes specific governance around NPPT abstraction Force wide. The Force Gold commander or Local Police Area Commander (LPA) and Force Incident Manager (FIM) can abstract NPPT from their core duties surrounding community engagement and prevention activity. To monitor compliance with this policy, an E form has been introduced that NPPT staff now complete when they are abstracted, and the abstraction does not comply with the new policy. Those forms are now feeding a dashboard to support compliance monitoring. Overall governance and scrutiny will take place at the monthly NPPT strategic meeting and the DCC monthly performance meeting.

This new approach seeks to prevent the organisation utilising NPPT for core response demand and instead enabling them to problem solve to prevent demand and fewer victims, while maintaining high levels of visibility within communities.

1. **Staff and Officer feedback highlighted concerns about the need for improved internal processes and better collaboration between departments. How is the Chief Constable ensuring that internal communication and cross-departmental collaboration are being strengthened to improve overall efficiency and service delivery?**

The CC stated that central to improving internal process and creating efficiencies is continuous improvement (CI), technology and officer/staff behaviour. An Engagement Strategy has been created for the Force that clearly outlines the approach to internal engagement at every level. This includes a description of each approach and frequency for each role. The strategy was created at an Away day with all senior leaders who made a commitment to its delivery. Chief Officer Group held an engagement and expectation event with senior leaders in May. The purpose of this event which lasted 2-3 hours was to listen to the views of department heads and explain expectations. Engagement and Expectation Events have been delivered by each HOD to all their staff face to face over the past 5 months. The expectations were delivered through an agreed presentation slide deck that was collaboratively produced with all senior leaders. Governance will be through the People, Culture and Ethics Board.

At a senior officer/staff level we have two away days a year. These have resulted in understanding issues, learning from force processes (e.g Planning and Assurance Cycle) and achieving collective commitments to improve (E.g Engagement and Expectation events.)

Each LPA are now commencing station briefings which brings all departments together to have a shared situational awareness and team approach.

The TCFO asked for understanding around the oversight mechanisms in place on a day-to-day basis around ensuring that there are adequate levels across the Force and historically there used to be minimum operational resourcing in place and whether this still exists and how this is managed.

The CC explained that the Force had changed the way in which it does daily management meetings, local meeting for counties happening before the daily management meetings. Daily management meetings are chaired by either a Chief Officer or a Chief Superintendent and they because of their rank can flex resources depending on operational need. Compliance with visibility is monitored on a monthly basis at the DCC performance meetings. The CC stated that in terms of minimum staffing levels, there had never been minimum staff levels within the organisation, it is up to the local commander to decide as and when they need resources in any particular area.

The PCC stated that he had been on a custody visit to Haverfordwest with the OPCC Independent Custody Visitors and was informed that the Pembrokeshire custody sergeant structure in terms of rota and coverage had been changed by the Superintendent and was different to the rest of the Force area. The PCC asked whether this is a risk for the Force given that custody can be a challenging environment at times.

**Action: Force to provide further information to the PCC regarding the Pembrokeshire custody model**

## For Noting

## 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, as well as significant operational and organisational updates.

## 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 community engagement day in Pembrokeshire and attendance at the Carmarthenshire County Council launch event for Carmarthenshire Domestic Abuse service.

## Finance Update

The DoF provided a financial update to the Board as of 10th October. The DoF summarised the latest expected out-turn position for the current financial year – 2024/5 - based on spending up to 30th September 2024. This is currently £624k within budget.

The budget set for 2024/5 assumed a pay increase of 2.5% from September for officers and staff. The Pay Negotiating Board agreed a pay award of 4.75% for officers and staff from 1st September 2024.  Officers were paid the pay award in September and the plan is for the pay award for Staff to be paid including back pay in October. The level of additional funding has been confirmed as £1.160m and has been included in the projection for officers and staff. This is estimated to be around £438K short of the full cost of the % increase against the original budget – which is absorbed within the projection.

The projections take account of the additional contractual costs of sexual assault referral centre (SARC), Forensic Medical contracts (custody - paper Option B). These add around £0.6m to the cost base in the current year (part year including all transition costs).

Police Officer budgets would appear to be running under budget due to the recruitment slippage and level of leavers, offset by the increase in pay award, whereas police staff budgets are coming in over budget due to the estimated increase in pay award. Collaboration budgets are also showing a saving which helps to offset the SARC/ Custody medical cost pressure this year.

Other than pay, the main variances at this stage are against the forensic medical contract, SARC, uniforms (linked to national concerns around trousers), fuel etc.

In relation to the deficit predicted against Go Safe in the current year, this has still not been fully addressed at this stage however the reserve set aside in 2023/4 is expected to be sufficient to meet the DPP share of the anticipated overspend predicted for 2024/5 at this stage should speeding ticket levels return to a 20k per month level as projected.

The position on overtime is being closely monitored by the ACC. It is unclear at present whether additional allocations that have become available from the £1m Home Office ASB funding which has partly been allocated against overtime spending will lead to some offsetting of in underlying in-year overtime expenditure requirements / capacity at station level.

The projection includes an overachievement of income relating to investment income of £0.5m. Slippage of Capital projects is expected (current underspend of £5.3m), which could result in a high level of interest receivable.  The projection includes a shortfall in grant funding towards WG PCSO costs, royal protection and ports policing.

In summary for 2024/5, the budget position remains positive at this stage with overtime, shortfall in pay award support and forensic medical cost pressures are able to be funded from within variances mainly against police officer pay and collaboration headings.

Finance Business Partners continue to work with budget holders to identify further budget pressures and potential savings over coming months. A better assessment of budgetary impact for next year is being discussed as part of the MTFP development. Further projections will be needed in respect areas such as pensions and mutual and over coming weeks.

The TCFO stated that some of the areas likely to fluctuate is around the police officer pay, which is currently running at an underspend position. The TCFO stated that having sight of the workforce plan which will contain data around retention and nutrition rates would be beneficial.

## Force Review Update

The Board received a paper regarding the Force Review update. Following the Force Review Year 2 initial focus to bolster Uniform Response Teams ahead of the 2024 summer period, work continues to review and improve the Force Operating Model to improve effectiveness and efficiency. This will, by proxy, improve service delivery to the public and victims whilst simultaneously improving the welfare, wellbeing and retention of Police Officers and Staff.

The PCC queried whether the Force are being overly ambition with it’s change programme and asked whether the Force had the capacity to do this given that many elements are taking place at the same time.

The CC stated that he was comfortable with the pace of change. The Force had a difficult start last year with the Force Review because of operational dealings such as Stradey Park and the implementation of Niche. The CC stated that they won’t be delivering on all aspects at the same time and assured the PCC that they keep the pace of change at a manageable level.

## Any Other Business

1. **CC’s response to the report on the Suzy Lamplugh Trust’s super-complaint: The police response to stalking**

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

1. **CC’s response to the Joint inspection of child protection arrangements: Overview report 2019-2024**

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

1. **Custody Staffing**

The PCC stated that they have received a response to the issues raised by members of the Independent Custody Visitors regarding resources. The PCC stated that he would send across a letter to the CC detailing the issues and questions raised by the Independent Custody Visitors and the OPCC.

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**Action: PCC to send a letter to the CC detailing the issues raised by the Independent Custody Visitors.**

1. **Animal Welfare Scheme**

The PCC and TCFO asked for an update regarding if the position of kennel manager had been approved and an understanding around the measures for having adequate supervision of the dogs in kennels over weekend periods and officers have travel considerable distances.

The DoF stated that the business case was still under consideration and that overtime for dog section was low. This forms part of the wider midterm financial planning and precept setting.

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| Action No. | Action Summary from meeting 22/10/2024 | To be progressed by |
| PB 041 | C/Insp to feedback to Policing Board following discussion with their Single Point of Contact (SPOC) regarding DBS Update service and duplicate applications. | Force |
| PB 042 | C/Insp to provide figures for the number of temporary members of staff within the Information Management Business Area (IMBA). | Force |
| PB 043 | Force to provide further information on the increase of the shoplifting in Pembrokeshire. | Force |
| PB 044 | Force to provide further information to the PCC regarding the Pembrokeshire custody model. | Force |
| PB 045 | PCC to send a letter to the CC detailing the issues raised by the Independent Custody Visitors. | OPCC |

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