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| **Members:** | Dafydd Llywelyn, Police and Crime Commissioner (PCC)  Temporary Chief Constable Claire Parmenter, DPP (T/CC)  Temporary Deputy Chief Constable Emma Ackland, DPP (T/DCC) Temporary Assistant Chief Constable Dave Guiney, DPP (T/ACC)  Carys Morgans, Chief of Staff, OPCC (CoS) |
| **Also Present:** | Linda Williams, Head of People Services  Superintendent Huw Davies, DPP (HD)  Gavin Lemon, Senior Manager Professional Standards, DPP (GL)  Emma Northcote, Senior Manager Corporate Comms, DPP (EN)  Nicola Harris, Quality of Service Manager, DPP (NH)  Mair Harries, Executive Support Officer, OPCC (MH) |
| **Apologies** | DoF Edwin Harries, DPP (DoF)  Beverley Peatling, Chief Finance Officer, OPCC (CFO)  Chief Inspector Chris Neve, Staff Officer, DPP (CN)  DC Teleri Richards, Staff Officer, DPP (TR) |



**Meeting: Policing Board**

**Venue: Skype Meeting**

**Date: 1st of July 2021**

**Time: 14:00 – 16:00**



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| **Action No** | **Action Summary** | **To be progressed by** |
| **PB 1** | **The OPCC staff to receive Single Online Home training.** | **Complete** |
| **PB 2** | **The PCC to visit the 101 call handling team.** | **Complete** |
| **PB 3** | **The detail of the Force’s delivery plans and performance matrixes to be provided to the PCC as part of the Policing Accountability Board agenda.** | **Complete** |
| **PB 4** | **The OPCC to issue a press release over the PCC’s membership of the National Rural Crime Network.** | **Complete** |
| **PB 5** | **SC to provide the PCC with data on the Force’s use of Facebook Ads.** | **Complete** |
| **PB 6** | **The Communications Team to provide the PCC with a timescale of action plans ahead of the launch of the Digital Desk.** | **Complete** |
| **PB 7** | **The OPCC to provide a representative to attend the Digital Desk Implementation Group.** | **Complete** |
| **PB 8** | **AE to establish what the Covid-19 situation is in Newport as the Indian variant has caused an increase in cases.** | **Complete** |
| **PB 9** | **AE to provide the PCC with the latest data for firearms licencing figures.** | **Complete** |
| **PB 10** | **CB to provide the PCC with an update on her research on Greater Manchester Police’s Crime Data Integrity work.** | **Complete** |
| **PB 11** | **The T/DCC and CT to establish what additional resources have been planned for the CCTV hub over the busy summer period.** | **Complete** |
| **PB 12** | **The OPCC to consider making amendments to the PCC’s Commissioner in Conversation Social Media events in order to provide targeted information to key communities.** | **Complete** |
| **PB 13** | **The Force to liaise with the legal team and the communications team with regard to scheduling a meeting regarding the historic suspicious deaths in Pembrokeshire.** | **Complete** |
| **PB 14** | **The Force to liaise with the legal team in order to provide an appropriate response to a member of the public with regard to the Llanelli Wellness Village.** | **Complete** |

**2. Update on actions from previous meetings**

It was agreed that with a few minor amendments the minutes of the previous meeting were a true and accurate reflection of the discussion.

The PCC requested an update on **PB 5 - SC to provide the PCC with data on the Force’s use of Facebook Ads:** EN stated that the Force uses Facebook Ads sparingly when they need to impart information on Facebook to individuals who don’t follow the Force on social media. These occasions include when an individual in the Force is a danger to the public, or when the public need to be aware of an incident. The Force also uses Facebook Ads to target individuals when the Force is recruiting. It was noted that the function does not cost much money, and the cost for using the function for the previous financial year was £1,171.85.

The PCC provided an update in relation to **PB 9 - AE to provide the PCC with the latest data for firearms licencing figures.** The PCC stated that he met with the British Association for Shooting and Conservation (BASC) recently where they raised concerns with regard to delays of licencing being issued. The T/ACC stated that part of the licencing review was for DPP staff to attend the houses of applicants for safety checks prior to signing off a licence. During the Covid-19 period this was not possible due to restrictions on social distancing, which meant that the Force decided to pause the licencing process for a period of time during lockdown. The PCC stated that BASC raised concerns that the firearms licencing teams were sitting on longstanding cases.

**Action: The Force to provide an update on delays within the Firearms licencing team by the October Policing Board.**

**3. Chief Constable’s Update**

The T/CC provided an update on operational matters since the previous Policing Board on the 20th of May 2021. She stated that she had undertaken a series of visible engagements across the Force area including operational duties on the frontline. She had also chaired the Force Gold Group for incident allocation and supervision to inform the creation of the Force’s Summer Policing Plan to manage the forecasted increase in summer operational policing demands across the four counties. The Dyfed-Powys area is expected to be busier this year than usual due to the public holidaying within the UK due to travel restrictions brought about by Covid-19.

The T/CC stated that the Force carried out a pre-planned operation in Powys following an investigation led by the Serious and Organised Crime Team over the past 10 months. Arrests were made for possession of drugs and other items and the operation was supported by the Dog Units, Roads Policing Unit, Neighbourhood Policing Team and many others.

The T/CC stated that the Force continued to work with partners to tackle anti-social behaviour incidents involving young people in Burry Port and Aberaeron. The activity is supported by engagement with young people in schools, engagement with parents, high visibility patrols and other means.

**4. Police and Crime Commissioner’s Update**

The PCC provided an overview of a number of local commitments and engagements over the past few weeks. Most of the PCC’s commitments continue to be held online in compliance with Covid-19 guidelines.

The PCC stated that he had chaired an Estates Gold Group on the 15th of June and a Policing Accountability Board meeting on the 10th of June, and had attended various meetings including a Police and Crime Panel meeting on the 18th of June, and a Victim Service Provision meeting on the 28th. The PCC made a number of divisional meetings in the first month of his new term as Commissioner including visits to Carmarthenshire stations on the 24th of May and Powys stations on the 26th of May.

The PCC updated the Board on a number of national meetings he has attended virtually since the previous Policing Board meeting. These include a General meeting of the Association of Police and Crime Commissioners (APCC) on the 27th of May, an APCC induction on Serious Organised Crime on the 8th of June and a Policing in Wales meeting on the 24th of June. The PCC will take over the chair of the Policing in Wales meeting from July 2021.

**5. Standing Items**

**a) Covid-19**

The PCC stated that due to the improving picture of Covid-19 across England and Wales this standing item should be removed from the standing agenda.

**b) Engagement**

EN provided a brief update of engagement with the public over the previous few weeks. She stated that the Force are seeing an increase in sentiment toward the Force because members of the public are speaking to the Force online and via social media more often. The T/CC queried whether the PCC would support an input to the Police and Crime Panel on Single Online Home.

**Action: The Force to provide an input to the Police and Crime Panel on Single Online Home. The next Police and Crime Panel meeting is on the 30th of July.**

The PCC also suggested that following the next round of council elections in 2022 it would be beneficial to host a visiting day to Police HQ for the new Police and Crime Panel.

**Action: The new Police and Crime Panel to visit Police HQ in summer 2022 following the council elections in May 2022.**

**c) Risk**

A brief discussion ensued regarding the use of CCTV and the contingency in place for the functionality of the CCTV system in Custody suites. The T/DCC stated that she would have serious concerns over the Force using Custody suites without CCTV systems.

**Action: The T/DCC to review the contingency plans in place for broken CCTV systems in custody suites.**

**6. Focus: Complaints**

HD attended the meeting to provide an overview on the Force’s Complaints Process and the work of the Force’s Professional Standards Department (PSD). HD stated that a 2014 review of the department stated that blame culture was prominent among staff. Four recommendations were made to address this issue: streamline, increased transparency, co-operation and fairness. Additionally, three reforms were brought into the department, the first of which was in 2015 and resulted in misconduct hearings being conducted in public with press awareness. Independent qualified chairs also attend these hearings to provide an additional layer of scrutiny which HD stated works very well. HD stated that the other two following reforms were the removal of consent to resign, and the barred list and advisory list were established.

HD listed other impacts of the work of the department which include the Independent Office for Police Complaints (IOPC) and the IOPC statutory guidance and Home Office guidance which were published on the 1st of February 2020. HD stated that these changes have impacted the work of the PSD particularly by necessitating a change of vocabulary and instigating a culture change from placing an emphasis on blame to ensuring that officers and staff learn the lessons from difficult cases.

HD stated that the biggest change was the introduction of Reflective Practice Review Process (RPRP) with a focus on learning the lessons. RPRP also changed the definition of ‘misconduct’ significantly, and as a result there is increased focus on improvement as opposed to blame. HD stated that he felt that although many of the changes were positive, some had been rushed in. As a result HD has learned from Her Majesty’s Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) during a recent inspection that forces will shortly be inspected with regard to their use of RPRP as part of a thematic inspection. This will ascertain whether RPRP has been implemented properly across the country.

HD stated that the Force’s HR team has been actively involved in the use of RPRP. This has been done consciously so that officers can be confident that its purpose is to assist with learning the lessons as opposed to there being a misconduct issue. GL stated that the RPRP process is very straight forward and based on ‘Practice Requires Improvement’ (PRI). This ensures that only the most serious cases are recommended a misconduct hearing and can result in blame and punishment, and that other cases are supported by PRI.

The PRI process is broken down into an initial meeting with the officer resulting in a development plan, and a review date is set. This is carried out by the line manager while HR will provide support and guidance. GL is concerned that the system is too bureaucratic to deal with low level matters, however the process is defined in regulations and must be followed by the line manager. It was noted that the Chief Constable recently attended a Gold Group to overview the commencement of the new process. A discussion was held on how best to embed RPRP, and it was decided that it was best to implement and IT system to generate an audit trail. Work is currently ongoing within the IS&T department to create appropriate systems and database which will ultimately be called ‘The Hub’. GL stated that this is a culture change for the Force and will encourage managers to focus on reflective practice and learning the lessons.

GL provided a snapshot of data generated by RPRP. To date all 7 RPRP processes which have taken place internally in the Force have been related to internal conduct investigation. There have been 27 finalised cases since the reforms were brought in in 2020, and 7 of those have resulted in RPRP or PRI. GL conceded that the Force didn’t start using the system straight away due to other commitments within the IS&T department.

The PCC directed GL to one of the anonymised case studies provided by PSD and raised a concern regarding a case involving re-rostered rest days. He queried whether this particular case would have been at the higher level of severity for PRI cases. GL stated that the case started off as a gross misconduct case, however at the end of the case following a thorough review of the mitigating circumstances the case was de-escalated to PRI.

The PCC queried what engagement will there be with complainants and how will they be kept informed of their case. GL stated that the PSD engage well with the public, and if they are not satisfied with an investigation it is their prerogative to request a review from the Commissioner’s Office. GL stated that some of the new terminology for reflective practice can be confusing for the public however as time goes on the team is able to identify how they can improve communication with the public.

The PCC queried whether PSD were considering publishing anonymised conclusions and outcomes of cases on the Force’s website for the public to review. GL informed the PCC that this had not been considered to date, however the IOPC’s performance framework will allow the public to compare different forces’ data and outcomes online. HD stated that each complainant receives a letter fully explaining the outcome of their case and the avenues open to them should they be dissatisfied.

The PCC queried whether the Force publishes the outcomes of PSD on its own website. Referring to an investigation in the Metropolitan Police, the PCC stated that he wanted the Force to be public facing and be as open, honest and transparent as possible by putting as much as possible in the public domain. NH stated that the OPCC carry out dip sampling of complaint allegations and outcomes which are published on the OPCC website. This serves to highlight the transparent dialogue and good working relationship between the OPCC and PSD.

The PCC queried whether the Force is confident that managers understand the requirements of management action with regard to PRI, and whether this is formalised in an action plan for the individual involved. The PCC also queried whether there were sufficient resources within the HR team to carry out this work. GL stated that supervisors are not yet up to speed, however training inputs have been prepared jointly by HR and PSD as well as additional resources. LW stated that the biggest challenge has been ensuring that line managers are clear on when to use and how to use different process to handle difficult conversations and potential cases of misconduct. LW stated that the Force will provide officers and staff with a toolkit made up of training courses, information packages and IT systems to support them with this work. Referring to the PCC’s question about HR capacity, LW stated that she will assess the team’s capacity to support the work, and stated that this will be assisted by more effective IT systems.

The T/CC queried whether the paper on anonymised case studies would be placed in the public domain and was informed by HD that some of the individuals may be able to identify their cases. The T/CC stated that any case studies should be marked as ‘Sensitive’ material, and discussions on these cases should not be placed in the public domain.

**Action: Superintendent Huw Davies to ensure that any anonymised case studies are marked as ‘Sensitive’ and not placed in the public domain.**

The T/CC stated that the Force has received a number of Freedom of Information Requests (FOI Requests) from the public in recent weeks querying The Force’s reaction to officers and staff who have breached Covid-19 restrictions. The T/CC stated that it should be possible for the public to easily have that information as well as the outcome of internal investigations. The Board agreed that it was important for the public to know that officers and staff faced the same outcomes for breaching Covid-19 rules as members of the public.

NH attended the meeting to provide an overview of the reviews the OPCC has received since the change to the regulations. NH stated that the number of requests for reviews have been higher than expected. 40 of the requests for reviews have not been upheld, 6 have been partially upheld, and 7 have been fully upheld. Lessons have been learned regarding the requests which have not been upheld.

NH stated that she and GL communicate regularly with regard to lessons learned, and NH stated that she is satisfied with the explanations provided by PSD when they have not been willing to implement lessons learned.

NH moved on to the interim indemnity for police misconduct hearings which will be a two year interim period while the Home Office progresses the matter. The PCC stated that he is grateful for the consistently positive relationship between PSD and his office.

The PCC raised concerns regarding previous lack of responses from the Chief Constable’s Office to Chief Constable complaints. NH stated that she has included an additional paragraph in her response to complainants that Chief Constables are not responsible for potential lack of response. If complainants wish to make a complaint against a lack of response from Chief Constables the complaint should be made against staff in the Chief Constable’s Office and should be directed to PSD.

**Action: Nicola Harris to meet with Chief Inspector Chris Neve to discuss previous instances of lack of responses to complaints directed to the Chief Constable’s Office.**

The CoS stated that the OPCC has a contract alongside North Wales OPCC and Gwent OPCC with Sancus which supports with complaint processes. The CoS stated however that Sancus hasn’t been as effective as expected with reducing workload for the OPCC. Discussions are ongoing with regard to what the most effective means of handling complaints will be in future.

**7. Any Other Business**

**a) Operation Airlie**

The PCC requested an update over where the Force expect to receive extra demand over the summer. The T/DCC stated that the End to End recruitment has been completed, and staff will be posted to their roles within the ICAT Team. The T/DCC stated that 80% of demand is non-urgent and non-crime therefore it will be important to understand how to manage this and where to direct these calls efficiently.

The Force were also keen to focus on problem solving and partnership working. The Recovery Co-ordinating Group is working to support night-time economy and anti-social behaviour incidents.

The PCC queried regarding the utilisation of special constables. The T/DCC stated that School Liaison Officers will also be a part of this operation to support communities across the Force area as demand increases during the busy summer period. The T/CC stated that the ethos behind this work is to support officers on the front line and maintain a good service delivery.

The PCC queried why two roles within the CCTV hub had taken nearly a year to fill following the departure of the previous incumbents to other roles.

**Action: The T/DCC to review why two roles within the CCTV hub had taken nearly a year to replace with new staff following the departure of the previous incumbents to other roles.**

**b) Real Living Wage**

The PCC stated that this has been discussed previously at Policing Board. The PCC sought further commitment that the Force will become a Real Living Wage employer. The Real Living Wage Week is in November, and the PCC sought a Force Champion to progress this work.

**Action: The Force to identify a Force Champion for The Real Living Wage Week in November 2021.**

**c) Counter Terrorism Resources Consultation**

The PCC sought an understanding from Chief Constables regarding Special Branch and Wales Extremism and Counter Terrorism Unit (WECTU) demand. The PCC sought to understand how events in the Dyfed-Powys area should be policed from a counter terrorism perspective.

**Action: The T/ACC to provide an update to the PCC on the Counter Terrorism Resources Consultation.**

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| **Action No** | **Action Summary** | **To be progressed by** |
| **PB 15** | **The Force to provide an update on delays within the Firearms licencing team by the October Policing Board.** | **Force** |
| **PB 16** | **The Force to provide an input to the Police and Crime Panel on Single Online Home. The next Police and Crime Panel meeting is on the 30th of July.** | **Force** |
| **PB 17** | **The new Police and Crime Panel to visit Police HQ in summer 2022 following the council elections in May 2022.** | **Mair Harries** |
| **PB 18** | **The T/DCC to review the contingency plans in place for broken CCTV systems in custody suites.** | **T/DCC** |
| **PB 19** | **Superintendent Huw Davies to ensure that any anonymised case studies are marked as ‘Sensitive’ and not placed in the public domain.** | **Superintendent Huw Davies** |
| **PB 20** | **Nicola Harris to meet with Chief Inspector Chris Neve to discuss previous instances of lack of responses to complaints directed to the Chief Constable’s Office.** | **Nicola Harris/CI Chris Neve** |
| **PB 21** | **The T/DCC to review why two roles within the CCTV hub had taken nearly a year to replace with new staff following the departure of the previous incumbents to other roles.** | **T/DCC** |
| **PB 22** | **The Force to identify a Force Champion for The Real Living Wage Week in November 2021.** | **Chief Officers** |
| **PB 23** | **The T/ACC to provide an update to the PCC on the Counter Terrorism Resources Consultation.** | **T/ACC** |