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| **Members:** | Dafydd Llywelyn, Police and Crime Commissioner (PCC)Chief Constable Mark Collins, DPP (CC)DCC Claire Parmenter, DPP (DCC)Carys Morgans, Chief of Staff, OPCC (CoS)DoF Edwin Harries, DPP (DoF)Beverley Peatling, Chief Finance Officer, OPCC (CFO) |
| **Also Present:** | Marisa Plater, Durham University (MP) (item 7c)Dr Sarah Gracey, Durham University (SG) (item 7c)Heddwyn Thomas, Director of Estates, OPCC (DoE) (item 7f)Linda Williams, Head of People Services, DPP (LW) (item 6)Detective Superintendent Estelle Hopkin-Davies, DPP (EH-D) (item 7a)Superintendent Craig Templeton, DPP (CT) (item 5b)Superintendent Clark Jones-John, DPP (CJ-J) (item 7e)Emma Northcote, Senior Manager Corporate Communications, DPP (EN) (item 5c)Kerrie Phillips, Governance, Demand and Performance Manager, DPP (KP) (item 7d)Sean Davies, Performance Analyst, Governance and Change, DPP (SD) (item 7d)Catherine Davies, ICT Project and Programme Manager, DPP (CD) (item 7b)DI Richard Yelland, Staff Officer, DPP (RY)Mair Harries, Executive Support Officer, OPCC (MH) |
| **Apologies** | Assistant Chief Constable Emma Ackland, DPP (ACC) |



**Meeting: Policing Board**

**Venue: Skype Meeting**

**Date: 8th of December, 2020**

**Time: 12:00 – 15:30**



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| **Action No** | **Action Summary 27th of October**  | **To be progressed by** |
| **PB 2444** | **OPCC to consider being linked in with discussions regarding the fall back site for the FCC, and attending the Gold Group monitoring the situation.** | **Ongoing – CFO has received an invite to attend.** |
| **PB 2445** | **The PCC and CFO to discuss the Income Loss Recovery Scheme and associated financial implications due to Covid-19.** | **Complete** |
| **PB 2446** | **CT to liaise with Phil Williams and Karen Williams regarding tax implications for staff, and create a one-page information poster for staff.** | **Complete** |
| **PB 2447** | **Durham University findings in relation to the NPCC’s Equality and Diversity Inclusion Strategy and Dyfed-Powys Police’s Performance to be shared with Teleri Williams.** | **Complete** |
| **PB 2448** | **Communities Minister’ to be invited to the Force for a presentation on Dyfed-Powys Police’s PCSOs.** | **Complete** |
| **PB 2449** | **MM to discuss academic opportunities for the NPT with the PCC.** | **Complete** |
| **PB 2450** | **Consideration to be given to whether the OPCC engagement team can be given access to the Ardal system.** | **Complete** |
| **PB 2451** | **The CFO to provide the PCC with POA and VFM Profiles and give consideration to appropriate inclusion within the Medium Term Financial Plan.** | **Ongoing** |

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| **Decision No** | **Decision Summary** |
| **PB T2 135** | **The Board approved the vehicle recovery services contract and awarded it to FMG Support Limited.** |

**2. Minutes**

It was agreed that the minutes of the previous meeting were a true and accurate reflection of the discussions hosted.

**3. Operational and Organisational Update**

The CC stated that Dyfed-Powys Police carried out its first stalking protection order last month.

Since the last meeting on the 27th of October there have been 10 assaults on officers including kicking, hitting and spitting. There is a plan in place to support officers assaulted while on duty.

It was noted that since the Penally camp was opened in September there have been 48 recorded crimes in and around the camp including public order offences, hate crimes and assault.

The CC praised the good work of the Tactical Desk in the previous month, including targeted intelligence work linked in with Roads Policing Teams and Neighbourhood Policing Teams.

In relation to organisation work, the CC is opening the first Black Asian and Minority Ethnic (BAME) workshop this evening targeting BAME recruitment. The CC also noted that he has commenced his Christmas visits to divisions.

HMIC have started its data collection for their Police Effectiveness, Efficiency and Legitimacy (PEEL) process inspection. The Force is a Pilot of a new inspection procedure.

The CC noted that on Thursday afternoon there is a PC passing out parade.

The DCC stated that the Digital Desk has been launched in the Force Command Centre. The PCC queried whether the Digital Desk would pick up reports of complaints on Twitter and Facebook. EN stated that the Digital Desk would acknowledge the message and would then signpost the public to the appropriate department for assistance.

**Action: The PCC and CoS to review the response of the Digital Desk to complaints directed to the Force via social media to ensure that no correspondence fall by the wayside.**

**4. PCC’s Update**

The PCC provided an overview of his national commitments which include the National Police Air Service, and chairing the National Strategic Sub-Group which acts as a conduit between the Board and BlueLight Commercial plus other contributing partners, in the production of an Outline Business Case for the future operating model for aviation in Policing. The PCC also stated that he attended a meeting of his counterparts and the four Chief Constables in Wales at a Policing in Wales meeting and a Policing Partnership Board in Wales meeting on the 3rd of December.

The PCC also highlighted his engagement with local communities by hosting community engagement days and his attendance at Carmarthenshire County Council’s Equality and Diversity Task and Finish Group.

The PCC provided an update of his engagement with officers and staff from the Force stating that he has met with the Assistant Chief Constable in relation to the review of the Force’s End to End project, and attended a remembrance service in Police HQ on the 11th of November.

The PCC provided an overview of his decision to commence an Estates Gold Group on the 8th of December.

**Action: An update from the Estates Gold Group to be provided at the next Policing Board meeting.**

**5. Standing Items**

**a) Risk**

The report was noted by the PCC, with particular reference to the position in relation to CAPITA’s role in developing the FCC fall-back arrangements in Ammanford.

The CFO stated that some of the Estates issues have been reported on the OPCC Risk Register and suggested that they may need to be included in the Force Risk Register too.

**Action: The Force to consider including Estates Risks on the Force Risk Register and the OPCC Risk Register.**

**b) Covid-19**

CT stated that the infection rate for the four counties of Dyfed-Powys Police has risen following the firebreak lockdown. It was noted that schools are being greatly impacted as students and teachers are having to self-isolate following exposure to the virus.

CT stated that there is excellent join-up partner working with local authorities, and will continue over the winter months.

CT stated that the vaccine for Covid-19 has started to be rolled-out for NHS staff and front line care workers. Discussions are ongoing nationally for the vaccine to be provided to front line police officers. It was noted that South Wales PCC Alun Michael was proactive in taking this forward on behalf of forces in Wales with Welsh Government.

CT stated that the Force have very good access to Covid-19 testing. CT stated that a member of staff was tested for Covid-19 this morning and received their results by 14:30 this afternoon.

It is noted that the Smarter Working Policy will be ready for publication by the end of next week following sign-off by the Force. It was also noted that a space-mapping exercise is ongoing between the Force and the Estates department in order to commence Phase 2 of the smarter working project to establish how office space is used.

**c) Engagement and Communication**

EN stated that herself and Gruff Ifan (OPCC) have had discussions in relation to the success regarding the Commissioner in Conversation sessions on Facebook during the Autumn. EN stated that a potential conversation topic for the Force to host online will be the increase of Fraud and the different aspects of Fraud including the services available to victims via the commissioned services.

**Action: EN to consider the PCC’s participation in the Fraud Live conversation.**

The PCC stated that he is enjoying taking part in the online conversations and has found engaging with the public via this medium has been very beneficial.

The usual Christmas campaign hosted by the comms teams isn’t running due to Covid-19 restrictions, however the Force continue to work with Welsh Government to ensure that all communications are in-line with Covid-19 regulations.

**6. Focus – HR**

LW attended the meeting to present the People Strategic Resources Report. LW stated that she has spent the first weeks of her new role in Force getting to know department leads and the makeup of the organisations. LW also ran through her other key activities she has undertaken since August 2020 which included becoming involved with the new Force Resource Board launched by the ACC and familiarising with the Smarter Working Policy which will be finalised subject to JNCC approval on the 15th of December 2020.

LW provided the Board with an overview of activities which will take place in the next quarter. These include:

* Developing the People Strategy for the next 5 years;
* Reviewing Calon Leadership and Wellbeing Strategy;
* Investors in People 12-month review;
* Creating a working group to simplify and automate establishments and vacancy reporting;
* Publishing the Gender Pay Gap Report;
* Improving turnaround efficiency for the job evaluation process.

The CC stated that the national sergeants’ exams took place recently and resulted in Dyfed-Powys Police coming second across England and Wales for their pass rate, with 5 female officers receiving exceptional results for their exams.

The PCC reviewed the Force strength profile in September 2018 and compared them with figures for 2020, stating that the figures in some categories have changed considerably, referencing an increase of 5 sergeants from 205 to 210, an increase of 10 inspectors from 56 to 66, and an increase of 4 superintendents from 11 to 15. The CC responded stating that a superintendent has been appointed to respond to the Covid-19, and another superintendent has been appointed as a direct entry officer. The CC also stated that additional appointments in other categories have been made in response to the pandemic. The PCC challenged the Chief Officers to understand how the Force’s profile links to operational demand, stating that they need to justify the shift in higher ranking officers while the community would appreciate an increase in constables.

**Action: Force to provide a report regarding the increase in mid to higher ranking officer numbers.**

The discussion moved on to officer strength. The PCC queried whether the Force are comfortable that all seconded officers are accurately reflected in officer strength numbers. The CFO stated that she is comfortable that the definition of seconded officers has been agreed by the Force and are accurately accounted for in the workforce planning numbers.

The CFO referred to the Force Management Statement and stated that some departments reshape themselves to respond to changing demands. She queried how the Force record such changes and keep an overview of different departments to link to Business Benefits Realisation. The DCC stated that she, the ACC, the DoF and senior HR staff host SERG to review requests for additional posts. It was noted that some requests are pushed back and existing staff are redirected to provide support, and these are all accounted for by the DoF. The PCC queried from a strategic point of view, how is this activity assessed? He noted that there has been an increase of nearly 100 staff members in the last 10 years, and queried how the Chief Officers measured the benefits of this addition. The CC stated that when he started his post in 2016, a number of lower ranking officers were carrying out police staff roles. Following a period of workforce re-modernising additional police staff were recruitment to free those officers to return to their duty. The PCC requested a short bullet-pointed report outlining the work which has taken place with regard to HR to justify the additional staff.

**Action: The Force to provide the PCC with a report outlining the investment in police staff numbers over the last 4 years.**

The PCC stated that there are several good news stories in the report including improved sickness levels during the Covid-19 period as staff are able to work from home. The CC also outlined a number of individuals who have been temporarily acting up into Superintendent roles to complete projects during several high-profile incidents during the year including Covid-19 and the police presence in Penally, Pembrokeshire.

The DCC thanked the HR team for pulling the presentation together and for their support during the year.

**7. Any Other Business**

**a) OPCC Deep Dive**

EH-D attended the meeting to provide an update on the OPCC Drugs Deep Dive which took place in April 2019. EH-D commenced her presentation by stating that organised crime groups (OCGs) within the Force area are being mapped and scored, with a lead responsible officer (LRO) being appointed to manage the OCG’s protect, prevent and prepare, with a senior responsible officer (SRO) managing the pursuit of the OCG. Through tactical meetings, the OCG is disrupted, with partner agencies providing support within the communities during and after the disruption of the OCG.

Intelligence requirements are now part of the Force action strategy. The ACC chairs the Force’s Strategic Threats Group quarterly to receive an overview on the strategic side of investigations.

The Force have created a Drugs Threat Group chaired by EH-D. It was noted that the OPCC’s Director of Commissioning (DoC) is a member of this group. This is a multi-agency meeting with Dyfed-Drug and Alcohol Service (DDAS) and the Health Service. The Force is also involved with local and national groups involved with tackling drugs. The PCC requested that EH-D involve the DoC in further work in order to dovetail the work of his commissioned services.

EH-D stated that the Force regularly work with Crimestoppers on drug campaigns. It was noted that the Force regularly host social media campaigns in collaboration with Crimestoppers. The Board also heard that the comms teams have forward planned for 2021 in order to host targeted campaigns at specific times of the year.

EH-D moved on to drugs testing on arrest which is currently suspended in Force due to the pandemic. EH-D has asked for the process to be reviewed because the current system is not effective, and this will be done by the Force’s Strategic Threats Group. It was noted that work was ongoing with IT to ensure that there is a system in place to support this work.

A brief discussion ensued regarding drugs consumption rooms. It was noted that the Force’s view on drugs consumption rooms needed to be captured in order to move forward with the matter. The PCC stated that the North Wales PCC has been very vocal on this matter, and that a mobile drug consumption room has been trialled in Scotland.

**Action: The PCC and EH-D to further discuss drugs consumption rooms.**

EH-D stated that the Fatal and Non-Fatal Overdose meeting is held fortnightly. The Force is also receiving monthly drugs-trend reports from DDAS and Kaleidoscope showing a disparity between which drugs are being used in which areas.

It was noted that the Digital Media investigators’ pilot scheme launched this year has been successful and has led to divisional hubs being planned for launching early next year.

**b) Record Management Service (RMS)/IT**

CD attended the meeting to provide an update in relation to the RMS implementation. She stated that a number of virtual workshops have been arranged to review process maps which include intelligence and property. A successful meeting with the Welsh Coast Programme Director was hosted yesterday where IT progression work was discussed. It was noted that potential Go Live dates for the RMS Project will be provided to the Force shortly, however it was likely that there would be a delay due to COVID.

The DCC stated that she chairs the project board. It was noted that there have been some delays however there have been exceptional circumstances for all of these which the DCC is content with. The CoS provided an update from the regional collaboration activity, which was complementary of the Dyfed Powys project team and noted that they had made good progress in difficult circumstances

**Action: Catherine Davies to provide a written update of ongoing RMS work to the OPCC.**

**c) Durham University Presentation**

The DCC introduced representatives from Durham University to present on Insights from the Staff Survey 2020. SG provided an overview of the research project which is underpinned by and builds upon research from the International Centre for Leadership and Followership (ICLF). Thirty-eight forces across England and Wales are included in the research.

The report which has been produced contributes to the research evidence used to inform the UK Home Office review of the front line of policing.

The National Wellbeing and Inclusion Survey was designed to examine wellbeing, inclusivity and workplace cultures from the perspective of the policing workforce. The purpose of the research is to support the realisation of benefits from the NPWS and the achievements of the 2018-25 NPCC Diversity, Equality and Inclusion strategy.

The academic underpinning logic behind the project is to understand how people feel they are treated by the organisation and the environment they work in, and how this affects their attitudes, behaviours and service.

The Dyfed-Powys Staff Survey 2020 was conducted between the 31st of January and the 9th of March 2020. 1057 responses were received at a 52.6% response rate, broken into 543 (47.7%) officers and 404 (46.4%) staff. SG stated that this was a fantastic example of engagement with staff resulting in a high turnout of participants.

It was noted that 16 responses were received in the Welsh language and reported slightly more positive results than the average participants.

Moving on to the national comparison, when the programme started with Durham Constabulary the team agreed that the project team wouldn’t engage in national league tables in order to ensure that it is a positive experience for Force rather than an exercise in comparison. SG did state however that the results were very positive for Dyfed-Powys, providing consistently high scores. The scores for police staff colleagues remain the highest seen by the research team across the participating forces. The gap existing between satisfaction levels for officers and staff were not as evident as in previous surveys. SG stated that Dyfed-Powys Police should be delighted with the result of the survey.

The PCC suggested that the Force could link the timing of the survey with the timing of professional development activity across the Force.

The PCC queried whether the team received central funding from the Home Office or the NPCC and APCC. SG stated that funding come from a combination of places including PCC budgets and the forces themselves. Funding is also received from the Colleague of Policing, Durham University and occasionally additional contribution from forces for specific research. The team endeavour to provide a low cost for the forces to carry out the research.

The PCC queried what cross analysis has the team undertaken of other institutions. SG stated that the team does not do a rigorous comparison of external organisations, however the team are passionate about their work and share considerable information with other bodies in the field with regard to data and findings.

The PCC queried whether the team have peer reviewed publications of their work, and do the team create those publications based on Force findings. SG stated that this is not something that they do as the legal contract held between the Force and University ensures confidentially between both bodies. There are no instances of direct comparison between forces in their publications.

The PCC queried the gap between participation between officer and staff in the survey. SG stated that staff participation levels remain high, and that the team found that officer participation has increased to match.

SG moved on to the timing of surveys and recommended allowing 16 months between hosting staff surveys. SG reviewed key measures between Dyfed-Powys’ staff surveys in 2018 and 2020. It was noted that the figures for Authoritarian Leadership has decreased from 3.33 to 3.25 between 2018 and 2020 which is seen as a positive. It was noted that the score for Engagement has increased from 5.70 to 5.91, signifying that improvement has been made in ethical behaviour and improvement behaviour. This particular score is one of the highest seem by the Durham team. SG also noted that Improvement Behaviour (signifying opportunities staff take to improve their behaviour and challenge authority has improved from 4.78 to 4.93).

SG move on to public service motivation. It was noted that a high number of officers and staff have given a score of 6 out of 7 for feeling appreciated and thanked for their service. There is a high level of public service motivation across both officers (5.75) and staff (5.87) across Dyfed-Powys Police.

SG moved on to perceived organisational support. It was noted that both officers and staff feel supported by the organisation and feel they are having a positive working experience. It was noted that although there is a medium difference between staff and officer perception of perceived organisational support, the difference has reduced since the 2018 survey.

SG moved on to workplace stressors and how they change the working environment. She noted that hindrance stressors reflect the everyday stresses that create barriers in the workplace and cause worry. Dyfed-Powys staff and officers are seeking low levels of hindrance stressors, and maintaining this low level of hindrance stressors is important.

The CC noted that he is very pleased with the work of the survey. The PCC stated that the next stage for the Chief Officers is to schedule the next phase of the Durham programme. The CC stated that the Force would next be engaging with Durham University regarding their staff survey in January 2022.

A brief discussion ensued regarding surveys taken by Forces during the first lockdown caused by Covid-19. SG stated that staff and officers in other forces who have had to work remotely have responded positively to the changes, and noted excellent support from their respective organisations.

The PCC stated that following a recruitment drive in many forces across the country, it would be valuable to understand the age make up of those taking the survey particularly as many of the officers in Dyfed-Powys Police may have less than 5 years’ survey at present.

**Action: Durham University to provide additional information regarding a breakdown of the length of service of officers taking the survey.**

The PCC congratulated the Chief Officers for the high standard of the response of officers and staff to the survey.

**d) Power BI**

KP stated that an input delivered to the PCC the previous week demonstrated the capability of Power BI, which is an IT system which generates performance reports for the Force.

The PCC stated that there may be high demand on KP’s team, and queried the prioritisation which has been given to Power BI. The DCC stated that there was a great deal of organisational demand on the team, however she would be meeting with KP to review.

**e) EU Exit Transition**

CJ-J attended the meeting and stated the Force is working with partners regarding potential traffic congestion in the ports in Pembrokeshire.

Potential threats were identified when EU Exit activity commenced which included protests by members of the public and anti-Brexiteers. It was noted that the majority of threats have decreased, however the Force continues to review them.

CJ-J stated that a Ports Sub-group has been established which is attended by the Local Authority and Welsh Government.

**f) Estates Strategy**

The DoE provided a brief summary of the Estates Strategy. The Strategy will be further updated next year following the Police and Crime Commissioner elections and the development of the new Police and Crime Plan. However, it was felt that the Estates Strategy as presented was reflective of the current direction of travel. It was agreed that the Estates Strategy would be further reviewed by the Capital Build Group and the Strategic Estates Group, prior to final sign off by the Police and Crime Commissioner.

**Action: The Capital Build Group and the Strategic Estates Group to further review the Estates Strategy prior to final sign off by the Police and Crime Commissioner.**

The DoE also referred to an organisation in Llanelli which had requested to use the Kidwelly Police site under a rental arrangement or to purchase the station. It was agreed that this request required further discussion at the Strategic Estates Group meeting which would be meeting prior to Christmas to discuss urgent matters.

**Action: The SEG to consider the request in relation to the use of Kidwelly Police Station.**

**8. Any Other Business**

1. **Vehicle Recovery Services contract**

The Board approved the contract for vehicle recovery services and awarded the contract to FMG Support Limited. It was noted that Dyfed-Powys Police and Gwent Police have previously utilised the Surrey and Sussex Framework for vehicle recovery services, however the contract is due for renewal on the 1st of April.

South Wales Police’s existing contract is also due for renewal on the 1st of April and have previously conducted a tender exercise specifically for their vehicle recovery services. The contract was identified as a collaborative opportunity for the three Southern Forces in Wales with the aim of achieving improved service and commercial benefits to all forces.

The value of the contract sees total contributions from Dyfed-Powys Police (£848,554.50), Gwent Police (879,230.96) and South Wales Police (£1,531,983.95).

**Decision: The Board approved the vehicle recovery services contract and awarded it to FMG Support Limited.**

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| **Action No** | **Action Summary** | **To be progressed by** |
| **PB 2452** | **The PCC and CoS to review the response of the Digital Desk to complaints directed to the Force via social media to ensure that no correspondence fall by the wayside.** | **PCC/CoS** |
| **PB 2453** | **An update from the Estates Gold Group to be provided at the next Policing Board meeting.** | **DoE** |
| **PB 2454** | **The Force to consider including Estates Risks on the Force Risk Register and the OPCC Risk Register.** | **Force Risk Advisor** |
| **PB 2455** | **EN to consider the PCC’s participation in the Fraud Live conversation.** | **Emma Northcote** |
| **PB 2456** | **Force to provide a report regarding the increase in mid to higher ranking officer numbers.** | **Staff Officer** |
| **PB 2457** | **The Force to provide the PCC with a report outlining the investment in police staff numbers over the last 4 years.** | **Linda Williams** |
| **PB 2458** | **The PCC and EH-D to discuss drugs consumption rooms.**  | **Mair Harries** |
| **PB 2459** | **Catherine Davies to provide a written update of ongoing RMS work to the OPCC.** | **Catherine Davies** |
| **PB 2460** | **Durham University to provide additional information regarding a breakdown of the length of service of officers taking the survey.** | **Staff Officer** |
| **PB 2461** | **The Capital Build Group and the Strategic Estates Group to further review the Estates Strategy prior to final sign off by the Police and Crime Commissioner.** | **DCC and ACC** |
| **PB 2462** | **The Strategic Estates Group to consider the request in relation to the use of Kidwelly Police Station.** | **ACC** |
| **PB 2463** | **Board members to consider the document ahead of the next Strategic Estates meeting. Initial thoughts and feedback to be provided to the DoE by the Capital Build Board on Thursday the 10th of December.** | **All Board members** |