

**Meeting: Policing Board**

**Venue: Skype Meeting**

**Date: 28th September 2021**

**Time: 09:00 – 12:05**

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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 DG)  Edwin Harries, Director of Finance, DPP (DoF)  Carys Morgans, Chief of Staff, OPCC (CoS) |
| **Also Present:** | Chief Inspector Chris Neve, Staff Officer, DPP (CN)  Emma Northcote, Senior Manager Corporate Communications, DPP (EN)  DC Teleri Richards, Staff Officer, DPP (TR)  Claire Bryant, Policy & Assurance Advisor, OPCC (CB)  Debby Jones, Information Manager (DJ) *Item 5a only*  Supt Andrew Edwards, Op Talla Lead (AE)  *Item 5b only*  T/DChSupt Ifan Charles, Criminal Investigation Department (IC)  *Item 6 only*  Catherine Davies, ICT Product and Programme Manager (CD)  *Item 6 only*  T/ChSupt Craig Templeton, Governance and Change (CT)  *Item 8a only* |
| **Apologies** | Beverley Peatling, Chief Finance Officer, OPCC (CFO) |

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| **Action No** | **Summary of actions from 7th September 2021 and any outstanding actions** | **Progress update** |
| **PB 25** | **Data Protection breaches which lead to cases of improper conduct being reported to the Professional Standards Department to be included on the next Data Protection report to Policing Board.** | **Complete** |
| **PB 26** | **The PCC to be provided with data on the way forward for launching the Digital Desk in the most effective way.** | **Ongoing** |
| **PB 27** | **The Force to present an update and evidence around its decision for the Brecon Project at a Policing Board meeting in September.** | **Complete** |
| **PB 31** | **The Force’s evaluation on Operation Airlie to be included on the Policing Board agenda on the 28th of September.** | **Complete** |
| **PB 32** | **CoS, in consultation with the Director of Estates, to determine the level of detail to be published from the extraordinary Policing Board minutes of 28th July 2021.** | **Complete** |
| **PB 33** | **CN to send PCC invitation to the Chief Officer briefing day on 24th September.** | **Complete** |
| **PB 34** | **CN to ensure all relevant parties be kept informed of the progress of the Powys County Council Tarmac investigation.** | **Complete** |
| **PB 35** | **ACC DG to ensure a data-driven strategic assessment of the Roads Policing Unit’s activity, including proactive partnership working, over the summer period be included in Op Airlie’s update on 28th September.** | **Complete** |
| **PB 36** | **OPCC to support the PCC in raising road infrastructure concerns with Welsh Government and to consider responding to the current consultation relating to the A40 road.** | **In progress** |
| **PB 37** | **Estates Team, in consultation with the Legal Department, to review options for sustainable disposal of unused furniture and equipment.** | **Complete** |
| **PB 38** | **OPCC Engagement Team, with a steer from the PCC, to liaise with Corporate Communications on joint campaigns for the autumn.** | **Complete** |
| **PB 39** | **Update on probationer officer retention to be provided at a future meeting of the Policing Board.** | **Ongoing** |
| **PB 40** | **PCC to be provided with a more detailed briefing of the E2E project, to include:**   * **an overview of the demand data;** * **Process Evolution work and response hubs rationale; and**   **Victims’ Right to Review process.** | **Ongoing** |
| **PB 41** | **Force to contact Gloucestershire Constabulary to discuss costs and benefits of the forensic dog DNA database and provide an update to the Policing Board on 28th September.** | **Ongoing** |
| **PB 42** | **ACC DG to provide a written response to the OPCC in relation to St Dogmaels 20 is Plenty scheme.** | **Complete** |
| **PB 43** | **Forensics collaboration to be placed on the agenda of the 28th September Policing Board meeting.** | **Complete** |
| **PB 44** | **PCC to write to Association of Police and Crime Commissioners’ lead for Transforming Forensics expressing the PCC’s frustration regarding the West Coast Consortium.** | **Discharged** |
| **PB 45** | **OPCC to facilitate future Policing Board meetings via Microsoft Teams.** | **Complete** |

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| **Decision No** | **Decision Summary** |
| **PB T3 6** | **The PCC approved that a contract be awarded to Highland Services at a cost of £599,277.27 for the provision of HQ electrical infrastructure works** |
| **PB T3 7** | **The PCC approved that that the organisation proceed with the successful contractor HMBS at the newly tendered sum of £461,173.97 for the provision of Force-wide FRA fire safety works** |
| **PB T3 8** | **The PCC approved the award of contract for the renewal of the National Vehicle Contracts, at a cost of £1,936,122.69** |

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

**PB 26** – Digital Desk launch: CN confirmed that a briefing paper had been submitted paper to the ACC for approval and would be provided to the OPCC within the week.

**PB 36** – Road infrastructure: It was confirmed that a response to the consultation was being prepared by the Commissioner’s office and that the Commissioner would also raise the issue with Welsh Government through the Policing Partnership Board for Wales.

**PB 37** – Furniture disposal: An update had been provided by the Director of Estates stating that Estates do re-use across the wider force from HQ and recycle furniture where at all possible. The Estates team are aware of the sustainability obligations to minimise the impact on the environment and where possible repair, recycle or offer surplus furniture to staff as the last option before disposal.

**PB 38** – Joint communications campaigns: EN confirmed these were being discussed at the Joint Engagement and Communications Group and updates would continue to be provided during the standing item on the Policing Board agenda.

**PB 39** – Probationer officer retention: The PCC stated that he would seek to continue to monitor this through the HR data reports to the Board. He also queried whether the attrition rates were significant enough to prompt recruiting over establishment. Chief Officers reiterated that additional suitability testing was being developed by Learning and Development in order to address the reasons for attrition. The DoF estimated that over-recruiting by 11 Trainee Constables would equate to an additional £330,000 investment. The PCC concurred that the measures being taken prior to training were preferable to over-recruitment, in order to address the root cause of attrition.

**PB 40** – Detailed briefing on End to End (E2E) project: The PCC confirmed a briefing session had been arranged for 6th October. He expressed his frustration at not being provided with the detailed information he had directly requested. He re-emphasised the need for him to be fully sighted on the demand data that has led to decisions regarding response hubs, in particular South Ceredigion. A discussion ensued regarding measurable success criteria for the project, with the T/DCC stating they would provide the PCC with benchmarking data. The PCC suggested the Force consider briefing elected Members of Parliament and the Senedd as well as local councillors and partner agencies.

**Action: The PCC to have sight of specific demand data to outline the reasons for the proposed response models under the E2E project**

**PB 41** – forensic dog DNA database: CN confirmed that an exploratory meeting had been arranged with Gloucestershire Constabulary, the outcome of which the PCC’s office would be briefed on.

**PB 42** – St Dogmaels 20 is Plenty Scheme: A response had been provided by T/ACC DG and a subsequent response was sent to the individual who raised concerns with the PCC by the Commissioner’s office.

**PB 44** – Transforming Forensics: Following consultation with the All Wales Collaboration Forensic Accreditation Lead who stated progress was being made, the CoS recommended the action be discharged.

Members approved the public minutes of Policing Board meetings held on 13th and 28th July as well as the minutes of the last meeting, held on 7th September 2021.

**3. Chief Constable’s update**

The T/CC provided an update on recent operational matters, noting in particular some significant court convictions. The Force had recently experienced an increase in the volume of reports of both historic and recent rapes. The T/CC drew attention to the significant media coverage regarding the inquest into the death of an individual in custody. It was reassuring to note the verdict that officers present did all they could for the individual.

The T/CC concluded by referencing a significant burglary which had taken place the evening prior, commending great work undertaken by the Tactical desk that had resulted in an individual being promptly detained in custody. The T/CC referred to a recent report evidencing the resource is effective but underutilised. The T/DCC confirmed that work was ongoing to increase awareness and operational use of the desk. The PCC remarked on a recent visit to the Force Communication Centre (FCC) where he commented on the enthusiasm of staff.

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

The PCC referred to the upcoming joint Association of Police and Crime Commissioners / National Police Chiefs’ Council summit.

The PCC noted positive developments regarding the National Police Air Service recognising Wales as a region. He also extended his thanks to T/ACC Steve Cockwell for his briefing on the matter at the recent Policing in Wales meeting.

The PCC considered the Policing in Wales meeting as a whole had been successful, however reflected that further work was required surrounding the Policing Partnership Board for Wales in order to ensure the most was made of the opportunity to meet with Welsh Government and partners.

The PCC referred to a number of engagement commitments which had taken pace face to face recently. He also noted the Police and Crime Panel’s desire for early engagement in the Medium Term Financial Planning process.

The CoS confirmed the contract for the new Carmarthenshire custody suite and station build had been signed and sealed yesterday. The Legal Department and the Director of Estates had gone through the contract in detail and made some amendments in order to safeguard organisation, including inserting a clause that the contractor would be fined for each week that the project ran over the pre-agreed timescales.

The PCC apologised that due to an administrative error he had unfortunately missed National Police Memorial Day event the previous Sunday.

**5. Standing items**

**a) Data protection**

DJ attended to present the report, which she confirmed now included data on the number of breaches resulting in referrals to the Professional Standards Department (PSD). To date, this figure was zero, although DJ confirmed PSD had referred some cases relating to data protection matters to the Information Management Team. DJ stated that vacancies in the department was continuing to impact on the timeliness of processing Freedom of Information requests.

DJ was pleased to note that Subject Access Requests were being dealt with more efficiently. It was highlighted that 34% of requests to the Disclosure Unit were being received from the Probation Service, which was putting a strain on the two temporary staff in the Unit. The PCC sought assurance that Chief Officers were supporting DJ in addressing the issue. The T/DCC confirmed that she was in receipt of a report from DJ on the matter and that further work had been tasked to fully understand the demand prior to making representation to Probation. Staffing levels of the Information Management Team were also being considered.

DJ highlighted that progress was being made regarding the National Retention Assessment Criteria form to develop deletion and review of duplicate records.

DJ stated a delay in an update to the Charter system was impacting on progress in advance of the forthcoming Investigatory Powers Commissioner’s Office data assurance inspection in November. DJ assured that the Force were doing all that they were able to in relation to this, however were dependent on Charter to deliver on the update.

DJ left the meeting.

**b) Covid-19**

AE attended to provide a verbal update. AE explained the impact on demand resulting from partners in the recovery group being at capacity. Representation had been made to Welsh Government highlighting that Local Authority and Health Board Track and Trace teams were working at full capacity and were experiencing staffing and service demand issues. Hospitalisations across Wales were increasing and testing demand was at capacity. Chief Executives of Local Authorities and Local Health Boards were looking at strategic social care winter planning, specifically around care homes (staffing shortages & positivity rates), children services (lack of social workers & increase in referrals) & vulnerable adults (increase in referrals). AE stated that the Force was working to understand the impact of this on the demands placed on Central Referral Unit.

There were significant concerns regarding the increase in transmission rates. Local Authorities’ and Local Health Boards’ emergency response teams were being stood up in regard to critical services. The Welsh Ambulance Service Trust (WAST) were also continuing to experience unprecedented demand.

It was thought that the current situation was highlighting some of the consequences of Brexit, such as a reduction in personnel to fill cleaning and refuse collection vacancies. Following representations made to Welsh Government, the All-Wales Recovery Coordination Group was stood back up on 16th September. It was considered that the emergency civil contingency structures were not suitable for long term management of the pandemic, nor were Police the most appropriate agency to chair. This, combined with the delay in Welsh Government confirming national winter planning structures, led AE to recommend that the matter be escalated to Welsh Government.

Transmission rates in the Dyfed-Powys Police (DPP) area continued to rise over the previous seven days, with Carmarthenshire up 14.8 to 641, Pembrokeshire up 155.8 to 457, Ceredigion up 90.7 to 448.4 and Powys down by 42.2 to 431 cases per 100,000 population. AE confirmed Force resources were all green currently.

AE also raised concern at Welsh Government’s expectations around additional powers for Police Community Support Officers (PCSO) and Police Officer enforcement in relation to Covid vaccine passports. AE considered it should be the facilities’ responsibility to check individuals’ Covid vaccination status. The PCC reassured AE that this had been raised with the Deputy First Minister and through the Policing Partnership Board for Wales.

The PCC queried if the data analysis undertaken by Gwent Police regarding the impact of WAST’s pressures on Police would be replicated across Wales. T/ACC DG confirmed this had been tasked to DPP’s Force Communication Centre, who were part of regional group working on reporting template to gather consistent data. He assured the PCC that DPP were not currently experiencing high levels of adverse incidents involving ambulances.

**Action: PCC to escalate matters of Welsh Governments’ expectations around additional powers for PCSOs and PCs enforcement in relation to Covid vaccine passports via the Policing in Wales meetings**

AE left the meeting.

**c) Risk**

The PCC noted the report. There was agreement that the historical detailed report of each risk should be reviewed and for the report to highlight changes since the last update provided moving forward.

The PCC requested an update on the red risk regarding traffic toxicology. Whilst there had been no significant improvement in the level of risk, Chief Officers were confident that the situation was being continually monitored.

The DoF explained the actions taken to minimise the long-standing risk relating to the Force Communication Centre fall-back site. The DoF stated that the new telephony system that had recently been contracted would completely remove the risk upon implementation. The T/DCC also stated that some funding had been held back from the current contractor to ensure the final works would be completed.

The T/CC highlighted that the score against the risk regarding effective delivery of policing may change as the Force seek to review the situation following the Op Airlie evaluation.

**d) Engagement**

EN was pleased to confirm that the maternity leave cover had commenced and that the gap in the news and content strategy activity would be filled.

Work with the Fraud team to raise awareness with businesses was continuing and it was agreed that the OPCC engagement team support this. The Force was also continuing to encourage online reporting, with a specific campaign aimed at students. Targeted messaging on Facebook and Instagram was being funded in order to reach people who weren’t following DPP.

Recognition week was scheduled for 15-19 November, and it was agreed that the PCC would work with the Force to support the event.

**Action: OPCC Engagement Team to link with EN to support DPP’s recognition week (15-19 November)**

It was noted that there had been positive coverage of the launch of the joint blue light children’s charter with the Children’s Commissioner.

Stakeholder engagement relating to the E2E project would be a big focus for the coming months. A further discussion ensued regarding engaging with elected Members, with the PCC expressing his nervousness of not engaging with MPs and Senedd Members at an early juncture.

**Action: T/DCC to consult with PCC on E2E engagement content and EN to link with OPCC regarding MP and Senedd Member briefings**

**6. Focus: Records Management System (RMS)**

CD and IC attended the meeting to provide a detailed verbal update on the progress of the project to move to the Niche RMS.

The PCC sought the project team’s view on their greatest concerns about the project and whether there would be any danger of loss of functionality compared to current systems. CD confirmed a gap analysis had been tasked to identify critical processes which would need to be transferred into the new RMS. This analysis was due to be completed by the end of November and would help to ensure maintenance of efficient back office functions and essential data capture. Any lower priority processes which had sufficient ‘work arounds’ would be moved into a later phase.

CD explained that national work to improve digital case file functionality in Niche was delayed, which would result in a loss of functionality. CD assured that the relevant business lead was fully sighted and working with project team to mitigate against the risk as far as possible. It was confirmed that DPP was consulting with other Niche forces to understand the impact on case file quality and what worked well elsewhere.

The PCC reflected that Niche was being seen as the answer to data quality issues, but suggested the Force continue to be cautious about duplicating nominals. It was highlighted that work was also underway to set up automation to support nominal matching.

A high level timeline and progress update had been communicated to staff and officers and the team had already recruited the support of some individuals with experience of the new system. It was highlighted that a significant training programme would be critical to the success of the project. The Project Team were working with the Learning and Development Department to source external training providers. The PCC enquired about the cost and operational impact of the training, work was confirmed to be in progress to cost the abstractions. The T/DCC also highlighted that Niche training would need to be prioritised to be delivered prior to September 2022, which would impact on other training.

Having been made aware of a number of risks within the project, the PCC queried if the Project Team were considering delaying the implementation date. CD confirmed that the Project Team had some concerns surrounding the current go live date of September 2022 and had escalated this to the risk register. Work was underway to review the status of the project and potentially revise the implementation date. The PCC requested that he receive an update within the next three months.

The T/ DCC provided the PCC with assurance that DPP were receiving support and being included in future development discussions through the West Coast Collaboration.

The PCC queried if the commercial benefits of the collaboration in terms of savings had been calculated. The DoF explained that it was still too early to make a judgement on yet as work was still in development. Whilst automation offered significant potential benefits, these wouldn’t be fully known until implementation.

The DoF also confirmed that some benefits realisation work had been undertaken as part of the business case, and whilst there were no cashable savings, there would be some off-setting against capital costs.

The PCC considered whether DPP would benefit from future Artificial Intelligence and robotics work. IC confirmed that this was an ambition for the future and initial scoping was underway.

The PCC acknowledged that the issues highlighted posed a risk to the implementation date. He also recognised that both Niche and the new Contact Management System (CMS) in the FCC were due to be introduced at a similar time and queried if these and the E2E project had been scheduled in the right order. The T/DCC clarified that E2E needed to be progressed first as change was required and could not be delayed to after Niche and the CMS projects. It was agreed that the Force would be looking to the new Head of Transformation and Change to pick up this very issue, in order to map, schedule and resource all projects across the organisation.

**Action: Update on RMS project to be provided to the PCC via a Policing Board meeting within the next 3 months**

CD and IC left the meeting.

**7. Discussions**

**a)** **Op Airlie evaluation**

The PCC noted the report, agreeing to review following the meeting and respond to T/ACC DG with any specific queries. It was confirmed that lessons learnt and recommendations had already been allocated to relevant boards for preparation for the next peak demand periods.

**c) Modern Slavery – update on progress against recommendations from Hestia’s Super Complaint**

The PCC noted the comprehensive response received from the Force, seeking assurance that the Force was monitoring online ‘NCALT’ training completion rates. The T/DCC confirmed completion of all mandatory modules was being monitored across the organisation and an update would be provided at a future meeting.

**Action: NCALT training compliance rates to be provided at a future Policing Board meeting**

**8. Any Other Business**

**a) Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) PEEL action plan**

CT attended the meeting to present a report, explaining that HMICFRS had issued a draft report to the Force in July. Discussions between HMICFRS and pilot forces had resulted in the agreement that pilot areas, including DPP, would be given 6 months to provide additional evidence to improve initial gradings. Having discussed the Force’s areas for improvement with the HMICFRS Force Liaison Lead, Chief Officers and business area leads have prioritised 6 areas in which the most progress could be made within the 6 months. The Force had subsequently identified questions and activities to develop a bespoke action plan. The PCC was assured that CT was confident that the work planned should address HMICFRS’ feedback and that CT’s team liaised with CB on a monthly basis to keep the PCC’s office abreast of developments. The PCC noted his thanks to CB for her work in scrutinising the Force, considering it valuable to both organisations.

CT left the meeting.

**b) Forensics collaboration (PB 43)**

It was reported that good progress was being made in relation to the West Coast Consortium, with the section 22A collaboration agreement currently being checked by the Legal Department prior to being shared with other Forces for signing. The T/DCC confirmed discussions were ongoing with Avon and Somerset Police to agree the transition period.

The PCC was provided with assurance that the Force was making appropriate succession plans for DPP and the All-Wales forensics leadership.

**c) Brecon project update (PB 27)**

The T/DCC explained that the Operational Estates Group (OEG) had considered the report from Process Evolution in respect of optimal locations for custody within the Force area, as well as some of the operational considerations, including:

* Change in operational and response model, impacting on operational capability with increased travelling times
* Lack of contingency arrangements if a custody station is temporary closed or if there is overspill
* Hospital provision and increased risk for conveying prisoners with medical conditions
* Displacement of officers required for one to one observations (L4) which is becoming more common
* Large events in South Powys (Royal Welsh Show, Green Man)
* Prisoner and officer safety in additional travelling
* Public transport for detainees released from custody but taken to another area
* Change in officer behaviour and attitude to arrest - unintentional consequences
* Weather conditions in South Powys, particularly in winter (flooding / snow)

There had been a collective view that the risks through increased transportation time in South Powys could not be sufficiently mitigated. The recommendation to be put to the Strategic Estates Group was that a custody facility in Brecon was an operational requirement, and should be considered to being included in the overall Brecon project.

**d) HQ electrical infrastructure works tender**

The CoS stated that the report had been considered at length in consultation with the Chair of the OEG. It was put before the Policing Board Members for final ratification as per the contract standing orders set out in the Corporate Governance Framework.

**Decision: The PCC approved that a contract be awarded to Highland Services at a cost of £599,277.27 for the provision of HQ electrical infrastructure works**

**e) Force-wide FRA Fire Safety Works**

The CoS highlighted that this report related to matters discussed numerous times previously. There had been increases in the costs due to the unavoidable current conditions, which were required to be brought to the PCC’s attention.

It was also noted that the OEG has raised an action for all tender documents to highlight timescale requirements for decisions.

**Action: Director of Estates to provide PCC with additional detail regarding consultancy fees on FRA Fire Safety Works**

**Decision:** **The PCC approved that that the organisation proceed with the successful contractor HMBS at the newly tendered sum of £461,173.97 for the provision of Force-wide FRA fire safety works**

**f) Approval for National Vehicles Contracts**

The DoF presented the report, explaining it was a long-awaited contract for fleet. It was considered positive that a variety of providers ensured a choice of manufacturers to procure from. The PCC was assured that the national contract provided a better rate than previous arrangements and that the budget had been allocated.

The PCC was content to accept the recommendation and to move swiftly due to the significant lead time for delivery. He did however express disappointment there didn’t appear to be push for electrical cars, and sought an update on progress in relation to this. The DoF confirmed that the Force had already purchased 13 electric vehicles and would be continually reviewing how they are working operationally prior to making any further commitments from 2023 onwards. Positive feedback was already being received from Cardigan station officers regarding their electric car. It was also stated that a number of vehicles offered through the contract were hybrid or electric cars. The PCC recognised the need to be mindful of the infrastructure needs and that collaborative approaches were required prior to committing fully to electric vehicles.

**Decision: The PCC approved the award of contract for the renewal of the National Vehicle Contracts, at a cost of £1,936,122.69**

**g) Her Majesty’s Chief Inspector of Constabulary’s Annual Assessment of Policing**

CB requested sight of the T/CC’s response to Sir Tom Winsor’s request for an input to his next State of Policing assessment in order to inform the PCC’s response. CN confirmed the T/CC’s response was currently being drafted and would be shared with the OPCC.

**Action: CN to share the T/CC’s response the Sir Tom Winsor’s State of Policing correspondence with the OPCC as soon as practicable**

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| **Action No** | **Summary of actions** | **To be progressed by** |
| **PB 46** | **The PCC to have sight of specific demand data to outline the reasons for the proposed response models under the E2E project** | **T/DCC** |
| **PB 47** | **PCC to escalate matters of Welsh Governments’ expectations around additional powers for PCSOs and PCs enforcement in relation to Covid vaccine passports via the Policing in Wales meetings** | **PCC** |
| **PB 48** | **OPCC Engagement Team to link with EN to support DPP’s recognition week (15-19 November)** | **OPCC Engagement Team/ EN** |
| **PB 49** | **T/DCC to consult with PCC on E2E engagement content and EN to link with OPCC regarding MP and Senedd Member briefings** | **T/DCC** |
| **PB 50** | **Update on RMS project to be provided to the PCC via a Policing Board meeting within the next 3 months** | **CN** |
| **PB 51** | **NCALT training compliance rates to be provided at a future Policing Board meeting** | **CN** |
| **PB 52** | **Director of Estates to provide PCC with additional detail regarding consultancy fees on FRA Fire Safety Works** | **Director of Estates** |
| **PB 53** | **CN to share the T/CC’s response the Sir Tom Winsor’s State of Policing correspondence with the OPCC as soon as practicable** | **CN** |