**Meeting: Policing Board**

**Venue: Teams Meeting**

**Date: 28th November 2024**

**Time: 14:00-16:30**

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| **Members:** | Police and Crime Commissioner, Dafydd Llywelyn (PCC)  Chief Constable, Dr Richard Lewis (CC)  OPCC Chief Executive, Carys Morgans (CEX)  Director of Finance, Edwin Harries (DoF)  Director of People and Organisation Development, Linda Williams (DoPOD)\*  OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) |
| **Also Present:** | Staff Officer, Insp Gemma Starkey (GS)  OPCC Head of Assurance, Donna Cronin (DC)  Performance Manager (Organisational), Liz Reed (LR)\*\*  Investors in People Assessor, Jackie Lewis (JL)\*\*\* |
| **Apologies:** | OPCC Chief Finance Officer, Beverley Peatling OPCC (CFO) |

* Director of People and Organisation Development, Linda Williams (DoPOD)\* attended for agenda item 3a IIP Survey & Focus Group Feedback and Action Plan update and 5c Proposed People Analytics Report only
* Performance Manager (Organisational), Liz Reed (LR)\*\* attended for agenda item 3a IIP Survey & Focus Group Feedback and Action Plan update and 5c Proposed People Analytics Report only.
* Investors in People Assessor, Jackie Lewis (JL)\*\*\* attended for agenda item 3a IIP Survey & Focus Group Feedback and Action Plan update only.

## Apologies and Introductions

The PCC welcomed all to the meeting. Apologies were received from the 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 |
| 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. | **In Progress** |
| PB 042 | C/Insp to provide figures for the number of temporary members of staff within the Information Management Business Area (IMBA). | **Completed**  4 x officers who are on restricted duties (one in FOI, one in DBS, two in data protection. One of the four is currently on sick leave)  2 x staff members (one in data protection, one assisting data protection adviser). |
| PB 043 | Force to provide further information on the increase of the shoplifting in Pembrokeshire. | **In Progress**  Update from ACC Gary Phillips-We are aware of an increase in shoplifting offences. We are also aware that our outcome rate for shoplifting needs improving. To that end Ch Supt Andrew Edwards is reviewing our shoplifting investigation process and will produce options for how we can make those improvements going forward. |
| PB 044 | Force to provide further information to the PCC regarding the Pembrokeshire custody model | **Completed**  Force memos provided. |
| PB 045 | PCC to send a letter to the CC detailing the issues raised by the Independent Custody Visitors. | **Completed** |

## Focus Topic:

1. **IIP Survey & Focus Group Feedback and Action Plan update**

Jackie Lewis provided an update to the Board regarding the Force’s journey with Investors in People and feedback from the recent survey and focus groups.

It was explained how the sampling and focus groups were conducted and that only Jackie Lewis and one of other person are aware of who has been sampled. Feedback on the survey was provided at the start of October to Chief Officer and Senior Management, which included feedback on performance management, recruitment and selection and leadership.

The report included some recommendations from the Assessor which she believes will have a positive impact on some of the emerging issues and key topics to be considered included trust and confidence, organisational culture, perception and good leadership qualities.

The engagement level with the survey was higher than it had been previously. The Board further discussed the results from the survey and report.

The DoPOD updated on the next steps following receipt of the report. December will be spent putting together a comprehensive action plan in readiness to share with the organisation at the Chief Officers roadshow in January. The relaunch of the Informer magazine to share organisation news through a different communication mechanism. Progress against the action plan will be monitored every quarter at the People, Culture and Ethics Board.

1. **Engagement and Expectation Event Overview Report & Engagement Strategy**

The Board considered the report and strategy received regarding the Engagement and Expectation event. The CC confirmed that Chief Officers had undertaken the engagement and expectation events with their departmental heads and currently departmental heads are in the process of completing the events with their departments. The CC and DoF stated that the events had been well received by staff and feedback had been strong about the importance of the events.

## Questions for the Chief Constable

1. **Following the outsourcing of victim support services, what assurance can the Force provide regarding the management and partnership arrangements for the statutory provision of witness care services?**

The CC stated that since the 1 November 2024, the changes introduced by the Police to effectively manage the Witness Care Services has involved a change to the management structure. The team is now headed by Mr Jason Rudall, who is supported by a senior supervisor, Ffion Richards. The management team are supported by 5.5 support officers and an apprentice.

The caseloads within the team is monitored on a weekly basis and discussed at the weekly management team meeting. The level of work within the witness care has remained consistent, with each witness care officer acting as a single point of contact for approximately 45 cases. The management team monitor the trials listed at both the Crown and Magistrates Courts to ensure they remain VCOP compliant.

Since the change in services, the Criminal Justice Department has worked with the Commissioner’s office to ensure the communication strategy for referrals from the Witness Care Unit to the Victim Support Service is positive and effective. These communication strands are now embedded and working well. DCI Rhys Jones has also been involved in the transfer process – and will remain on the group (OPCC) that will engage and evaluate the Victim Support service provision.

The Criminal Justice Department has well-structured strategy meetings with external partners, to ensure the victims services are recognised and at the forefront of discussions. The team continue to engage in all Wales forums including VCOP and Special Measures working groups headed by Rachel Allen.

The Witness Care management team are also building relationships with the Wales Probation Victim Unit, led by Rebecca Morley, Head of Public Protection in Wales and the Citizens Advice Witness Service, area lead Kerry Pursglove.

Victims and Witness are continually assessed during the contact with the Witness Care Unit, and the Witness Care Officer will endeavour to meet these needs through close liaison with Police Officers, the Crown Prosecution Service, Witness Service and other voluntary agencies.

1. **The new UK government have pledged to prioritise shoplifting and will introduce a new offence for abuse against shop workers. What is the Force doing to tackle retail crime (e.g. review of the shoplifting initiative) and is the Retail Crime Strategy drafted earlier this year being implemented? How is the Chief Constable ensuring that the Retail Crime Action Plan is being adhered to? To assist with the government’s increased focus on this are, the British Retail Consortium have offered to facilitate Round Table events between OPCCs, Forces and local retailers to formulate solutions to local issues. Would the Chief Constable like the Force to be involved in the Round Table events, and if so, who should represent the Force?**

Initial actions completed as a result of the National Retail Crime Plan was to review our current processes within DPP to ensure that they align to the requirements set within the plan. Most Shoplifting offences are initially reported into the Crime and Incident Hub and as such, would unlikely trigger deployment of an officer to attend in person. Whilst DPP would already deploy officers where offenders were being detained at the scene, the shoplifting process has now been amended to add clear guidance to officer that attendance will be required under these circumstances or if violence has been used. The Shoplifting process within the CIH was also amended to remove any mention of a minimum monetary value for the theft meaning that decisions to finalise an investigation are made purely due to the evidential strength of the case having considered all reasonable lines of enquiry.

In addition to the above initial actions, a Shoplifting Working Group has been set up and an initial meeting held to discuss and outline the terms of reference and objectives of the group. The Force seeks to review how shoplifting offences are investigated and what opportunities are available to not only maximise investigative opportunities, increasing our positive outcome rates for the type of offence, but also identify measures that can be put in place to reduce offending.

The recent oral evidence provided by key speakers, including Professor Emmaline Taylor within the September Home Affairs Committee clearly outlined the need to improve partnership working within retail crime. It is clear that Dyfed Powys are not experiencing some of the problems seen in some of the metropolitan forces in respect of significant violence and threats to shop workers, but we are targeted by organised crime groups travelling into our area. Working in partnership with retailers to maximise efficiencies in reporting and providing evidence is key, in addition to working with the retailers to enhance some of the mechanisms already implemented in some areas of the Force such as the Steal and Be Banned scheme in Ceredigion (SABB).

The shoplifting working group will form part of the Force Review Crime Recording workstream as there could be clear interdependencies from decisions made in respect of the allocation of shoplifting offences to other work being completed within the Force Review.

The PCC stated that the Force has a sophisticated CCTV system across 25 towns, and these should provide evidential opportunities across the Force.

The CEx raised the statement being shared by Welsh Government in relation to shoplifting and abuse against shop workers. The PCC asked if any communication was being sent on behalf of the National Police Chiefs Council

**Action: Chief Officers to discuss at Chief Officers Group a communication piece from the Force in support of Welsh Government statement in relation to shoplifting.**

The PCC asked if the Force ran any specific operations from a town centre theft perspective around Christmas time? The Staff Officer stated that annually Operation Santa (Safe And Nice To All) is run throughout the Force during the month of December. The PCC highlighted the importance of ensuring that organisations with the towns were made aware if Operation Santa was operational.

**Action: Staff Officer to confirm the implementation of Operation Santa within the Force this year.**

## 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. The CC stated that the Long Service and Good Conduct Ceremony was taking place on the 29th of November 2024 and that the Chief Officer Roadshows will commence in January 2025.

## 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 a community engagement day with youth ambassadors in Cross Hands, a visit to Cardigan Police Station and a meeting with the Rural Crime Team Inspector and Detective Sergeant.

## Proposed People Analytics Report

Performance Manager (Organisational), Liz Reed provided a presentation to the Board on the proposed People Analytics report. The first finalised pack will be shared at the People, Culture and Ethics Board in January.

The Performance Manager informed the Board how the information and data sets is collated.

The PCC raised that he had been made aware of issues with staffing levels in Pembrokeshire. The CC stated that he had recently met with Superintendent in Pembrokeshire to discuss the challenges in Pembrokeshire and the CC was assured that these challenges were in relation to short term sickness issues and higher levels of attrition in Pembrokeshire.

The PCC raised that he was aware that one of the Schools Liaison officer role in Pembrokeshire was not filled as the officer has not been released as part of the resource management decision, therefore there has been a delay in the individual filling the schools officer role.

The PCC asked that midpoint snapshot of Force staff figures is included in the report going forward and would be useful as part of the midterm financial plan.

## Force Review Update

The Board considered the Force Review update report submitted to the Board.

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 raised that the OPCC is holding an engagement event in Lampeter next week, with more scheduled within the Force area in the coming months. During the Lampeter engagement day, the PCC will be joined by the local Superintendent at a community meeting.

The CC raised the recent changes ongoing with Force Communication Centre regarding the 999 call answering service and the latency within the figures, as BT previously hold on to call for 3-4 seconds before being transferred to the FCC. With the changes made, the latency has already been cut in half with changes made to the structural hard wiring. The next phase of improvement is upgrading to fibre optic cables instead of copper cables. The full effect of the changes should be seen in March 2025.

The CC also stated that on the 2nd of December, the Force will go out to consultation on the shift pattens for response teams. In January 2025, consultation on shift patterns will be held with CID and general detective roles.

## Decisions

1. **Strategic Estates Opportunities with MAWWF-Crickhowell, Hay on Wye, Llanfyllin, Narberth, Llandeilo, Llandovery Stations**

The Board considered the report detailing the strategic estate opportunities with Mid and West Wales Fire and Rescue Service (MAWWF). The Strategic Estates Group and COG had made key decisions around the future operational requirement as regards to the wider estate. This resulted in several properties being assessed as not being operationally fit for purpose subject to alternate options being available in the locality to meet local NPT/ Response requirements.

The Force has assessed its local NPT/PCSO manning levels at each location noted, and in close communication with Superintendent’s for each force territory, the below sites have been deemed suitable to take advantage of an opportunity to provide a maintained presence in each town through collocation with Mid and West Wales Fire. (Sites identified: Crickhowell, Hay on Wye, Llanfyllin, Narberth, Llandeilo, and Llandovery).

The cost for each station to be occupy is offered at £1,500 per annum - inclusive of all costs for rent and service charges, which provides exceptional value. This proposed solution would allow each station to be released for sale on the open market, but in doing so would provide an alternate base at each town to allow staff access to facilities to work at a desk and use any amenities required during the working day. This would equate to £74,000 per annum revenue budget savings based on the current annual running cost of current facilities and releases an estimated capital receipt total of £685,000.

The PCC requested that there be a joint communication strategy developed between the Force and OPCC to members of the public to deal with any concerns raised.

**Decision: The Board approved the recommendation to** **collaborate with MAWWF and rent property spaces in Crickhowell, Hay on Wye, Llanfyllin, Narberth, Llandeilo, and Llandovery at a recurring cost of £9,000/annum, which was inclusive of all rent and service/utility charge costs.**

**Action: The OPCC and Force to develop a joint communication strategy regarding the collaboration with MAWWF and the rental of property spaces in Crickhowell, Hay on Wye, Llanfyllin, Narberth, Llandeilo, and Llandovery.**

## Any Other Business

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| Action No. | Action Summary from meeting 28/11/2024 | To be progressed by |
| PB 046 | Chief Officers to discuss at Chief Officers Group a communication piece from the Force in support of Welsh Government statement in relation to shoplifting. | Force |
| PB 047 | Staff Officer to confirm the implementation of Operation Santa within the Force this year. | Force |
| PB 048 | The OPCC and Force to develop a joint communication strategy regarding the collaboration with MAWWF and the rental of property spaces in Crickhowell, Hay on Wye, Llanfyllin, Narberth, Llandeilo, and Llandovery. | Force/OPCC |

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