

Meeting:	Policing Board
Venue:	MS Teams
Date:	23rd January 2025
Time:	10:00-12:00

Members:	Police and Crime Commissioner, Dafydd Llywelyn (PCC) Chief Constable, Dr Richard Lewis (CC) OPCC Chief Executive, Carys Morgans (CEX)
Also Present:	Senior Responsible Officer-Force Review Team, Gareth Scanlon (GSc)* Staff Officer, Insp Gemma Starkey (GS) OPCC Executive Support, Sophie Morgan (SM)
Apologies:	OPCC Chief Finance Officer, Beverley Peatling OPCC (CFO) OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) Director of Finance, Edwin Harries (DoF)

*Senior Responsible Officer-Force Review Team, Gareth Scanlon (GSc) attended for agenda item 5c. New Senior Operational Policing Model-outcome of consultation and next steps and agenda item 5d. Force Review Update.

1. Apologies and Introductions

The PCC welcomed all to the meeting. Apologies were received from the CFO, TCFO and DoF. The minutes from the previous meeting were agreed as true and accurate.

2. Update on actions from previous meetings

Action No.	Action Summary	Update
PB 049	The DCC to discuss with Corporate Communication regarding drafting of positive news stories regarding the work of OP Ivydene and Op Vigilant.	Completed Further information provided regarding media coverage of Op Ivydene and Op Vigilant
PB 050	A draft communication plan and statement regarding the sale of police stations, the collaboration with MAWWF and the rental of property spaces in Crickhowell,	Completed Further information provided including draft press release,

	Hay on Wye, Llanfyllin, Narberth, Llandeilo, and Llandovery to be shared with the Board at the next Policing Board meeting in January 2025.	communication strategy and delivery plan.
PB 051	The completed Trauma Informed self-assessment by the Force to be presented to Policing Board in March 2025.	In Progress To be presented to Policing Board in March 2025.
PB 052	Contact details of Superintendents at a BCU level within the Force area to be shared with the Local Authority Chief Executives.	Completed Staff Officer has shared contact details of Superintendents with Local Authority Chief Executives.
PB 053	DCC to raise with Director of People and Organisational Development for a timetable to be provided for Investors in People Outcomes to be shared with the Force.	Completed Outcomes from Investors in People is shared at the Chief Officers Roadshows and further comms and posters will be distributed post roadshow.
PB 054	Update on the Senior Operating Model to be brought to the Policing Board meeting in January 2025	Completed On agenda as item 5c.

3. Focus Topic:

a) Strategic Delivery Plan

The Board considered the Force's Strategic Delivery Plan. The Force Strategic Delivery Plan 2025-29 outlines how Dyfed-Powys Police will deliver an effective policing service to their communities, with a focus on their priorities and those priorities within the Police and Crime Plan. The CC explained that the Plan draws together how the Force works to continuously keep Dyfed-Powys safe. It sets a roadmap that addresses evolving and emerging crime challenges, safeguarding public trust, enhancing community safety, and promoting innovation whilst focussing on a victim centred approach. Crime and demands have increased both in terms of volume and complexity. Financial pressures mean that the Force must be as efficient and productive as possible. To support this, the Force will focus on ensuring that they align their resources to the greatest need through evidenced based decision making, collaborative working with partners, embracing innovation, and best use of technology.

The Strategic Delivery Plan reflects the Force's priorities and their commitment to their communities and will be reviewed annually as part of the Strategic Planning and Assurance Cycle. The CC stated that there is a requirement for each department within the Force to have their own departmental delivery plan showing how they will deliver against the strategic delivery plan. The PCC was complementary of the document and the approach taken.

Action: Departmental Delivery plans to be brought to the next Policing Board meeting in March 2025.

b) Annual HMICFRS State of Policing Report 2024

The Board discussed the letter from Sir Andy Cooke regarding the completion of a survey for the annual HMICFRS State of Policing report 24. The PCC asked that the Force provide the information to inform the response to the survey by the 29th January 2025 to enable the OPCC to submit the response by the deadline.

Action: The Force to provide information to inform the response to the survey by 29th January 2025 to enable the OPCC to submit the response by the deadline.

4. Questions for the Chief Constable

a) I understand that the Force are running a PC Recruitment Campaign during January through to February. What specific steps are the Force taking to ensure that its recruitment practices attract candidates from underrepresented groups, and how do current workforce demographics compare to the communities we serve?

The CC stated that the Force's Positive Action Officer works within the Equality, Diversity and Welsh Language team. They work closely with the Recruitment and Learning & Development teams, and Representative Working Groups to offer positive action support for future potential candidates, existing recruitment candidates and current officers and staff. The Positive Action Officer and new Talent Attraction Officer have attended numerous careers events in the communities in the lead up to the PC recruitment campaign, including:

- Event with OPCC in Ceredigion as part of Black History Month, arranged by Race Council Cymru
- Community Career Fairs in Carmarthenshire – Llanelli and Carmarthen
- Futureworks Job Fairs in Pembrokeshire – Pembroke, Milford Haven and Haverfordwest

- Careers events run by Schools, Colleges and Universities throughout the force area

In addition, the Force ensures attendance at large scale events within the Force area such as the Eisteddfod, County Shows and the Royal Welsh Show. Any eligible individuals attending events are provided with the opportunity to engage with the Positive Action Officer, who ensures they are supported appropriately.

The Force have undertaken events within each area of the Force to provide prospective candidates with full and detailed information of the role, the application process and training provided, as well as promoting the diversity of the Force. At these events the Force explains what positive action means and how the Force can support individuals to ensure applicants from underrepresented groups are not disadvantaged.

The PC online recruitment process allows qualifying individuals to tick for positive action at the earliest stages of the process to ensure support. Familiarisation sessions are arranged prior to any campaign to provide support to applicants who have requested Positive Action i.e. prior to completing the application process, Online Assessment Centre & the final interview/role-based assessment. The Force Police Officer Careers webpage signposts individuals to the Positive Action Officer and links to the Positive Action webpage to provide full information.

5. For Noting

a) 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 report provided an update on the work of Operation Vigilant, this involved specialist trained officers from Carmarthenshire as plain clothed officers in Carmarthen town acting as 'spotters' and identifying people who appeared to present a risk to others by displaying sexually predatory behaviour. These concerns are relayed to uniformed 'disruption' officers who respond by attending to disrupt potentially criminal behaviour before it occurred.

The CC provided an update and positive feedback regarding the Chief Officers Roadshow.

The CC raised that Richard Clarke, Safer Streets Director General was planning to visit the Force area and arrangements are ongoing with the

Force. The CC also stated that he had sent a letter to the Policing Minister inviting them to visit the Force area.

b) 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 attending the Criminal Justice Board for Wales Members meeting with Anti-Racism Community Engagement Network, Police and Crime Panel-Finance Subgroup meetings and attendance at the quarterly Youth Justice Service meeting.

c) New Senior Operational Policing Model-outcome of consultation and next steps

Senior Responsible Officer, Force Review Team, Gareth Scanlon (GSc) provided a presentation to the Board on the new Senior Operational Policing Model and the outcome of consultation and next steps. This is a workstream of the Force Review Programme which seeks to realign senior leadership portfolios and operational alignment to improve effectiveness and efficiency whilst reducing overlaps in spans of command and governance. An element of this workstream explored a consideration to change the Senior Operational Policing Structure by replacing the Local Policing Area (LPA) model with that of Basic Command Unit (BCU) model. This workstream was timely given that NPCC Chair Chief Constable Gavin Stephens circulated a paper in (May 2024) highlighting ongoing research exploring local police operating models (being undertaken by Police Foundation). A BCU model was operational within DPP until 2012 and was discontinued due to the significant rationalisation of senior police officer roles (to save costs) during the organisation's response to the Comprehensive Spending Review (CSR1) under Operation Sage. Since that time, the Force has drifted into an LPA model.

GSc provided an overview of engaged activities undertaken with the Force and the new Senior Operational Policing Model was initially presented to senior leaders at the Force Review Programme Board on 11 April 2024. On 9 September 2024 a Senior Leaders Away-Day was held six BCU change options were shared. The presented options were subject to group work where attendees were tasked to evaluate the benefits and disbenefits of each model. The event was facilitated by Continuous Improvement Practitioners who recorded the feedback from each of the groups, which was then compiled and presented to Senior Sponsors on 30 September for further discussion.

This enabled the development of a proposal that was subject to consultation with all Police Officers rank Chief Inspector and above and Police Staff Heads of Departments between 18 November 2024 and 2 December 2024. Further feedback was provided during the consultation process which was subject to further work. This culminated in a final proposal being agreed by Senior Sponsors on 6 January 2025 and ratified by the Chief Constable on the 7 January 2025.

Those directly impacted by the agreed structure have received a one-to-one briefing with their line manager ahead of wider organisational communication.

There will inevitably be some movement of employees commensurate with the disbandment and creation of roles, and these will be communicated on an as soon as practicable basis. The ACC will consult with the Chief Superintendents to agree the redistribution of portfolios and a consistent approach to the realignment of the workload and meetings attended by the Uniform Partnerships CIs. This will be finalised and communicated ahead of implementation. Foundation Level Project Management courses will be allocated to those in central roles. The new Senior Operational Policing Structure will go-live on 3 March 2025. Evaluation against benefit will commence post next PEEL inspection.

The PCC asked the CC how he saw the new model improving the operational delivery across the Force. The CC stated that the new model will give complete ownership to the BCU commanders and that they will be able to be held to account more thoroughly regarding performance.

d) Force Review Update

GSc provided an update to the Board regarding the Force Review. The first Ebit Algorithm was deployed on 8 October 2024, with a 'three-month' post implementation analysis for the period 8 October – 31 December

2024 undertaken which indicated considerable impact achieved with the introduction of Ebit. Work is in progress to deliver algorithm two and three for Criminal Damage and Shoplifting offences respectively. On 16 December 2024, Senior Sponsors decided that the fourth algorithm will be developed for exposure to Harassment and Malicious Communications offences. Work is now being coordinated with the Cambridge Centre of Evidence Based Policing, DPP ICT, Motorola (Pronto) and the West Coast Niche Collaboration, to align and expedite development to enable all three algorithms to be delivered simultaneously within the coming months. A meeting held 13 January 2025 has indicated that work will begin in late January to deliver the three remaining algorithms simultaneously.

The PCC asked what feedback had been received from victims regarding Ebit and whether any adverse feedback had been received by the OPCC.

Action: CEX to liaise with OPCC assurance team regarding any negative feedback or comments regarding Ebit.

Action: A briefing to be organised for the PCC regarding ebit and the delivery of algorithm two and three for Criminal Damage and Shoplifting offences.

Initial proposals for a rota pattern for Response Policing and Custody were presented to Senior Sponsors on Monday 18 November 2024 with consultation with affected parties beginning on 2 December 2024 and ending on 16 December 2024. A final proposal (which was unchanged by the consultation) to introduce the rota trialled in Powys to Carmarthenshire, Ceredigion and Pembrokeshire was approved by Senior Sponsors on 6 January 2025 and ratified by the CC on 7 January 2025. This change will deliver several operational and welfare/wellbeing improvements including (but not limited to) additional rest days, consistent shift durations and start times, improved handover periods and improved alignment of resources to demand.

The workstream team are now working closely with People Services to implement this change which, following obligatory notice periods, will go live in early May 2025 ahead of the cyclical high-demand summer period.

Proposals for a rota pattern for CID and LIU will be presented alongside wider proposals for the Investigative Approach workstream on 29 January 2025. There is an aspiration to align CID and Response policing shift patterns as closely as possible, and as such, this has required additional consideration time given the clear interdependencies between the development of rotas to compliment any change in our approach to the management of investigations (and vice versa).

The RMU workstream will review the processes surrounding rota planning, allocation, day- to-day management of resourcing, annual leave, resourcing of spontaneous incidents and the delivery of scheduled training. Initial proposals to expand the remit and resourcing of the RMU were presented to Senior Sponsors on 18 November 2024. Key to delivering the full benefit of the workstream is a financial saving predicated on the success of a recommendation to amend the approach to Bank Holiday (BH) working for Police Officers.

To provide a proof of concept for the saving, the BH amendment will soon be communicated via a force-wide comms message which will complement a process amendment within RMU to realise the change. Should c.25% of Police Constables and Sergeants take-up the process this will mean that those impacted by the proposals can be consulted and the workstream, in full, can proceed.

Work continues regarding the implementation of the new operating model within the Force Communication Centre commenced on 1 September 2024. Phase two of omnicompetence training concluded recently with phase three beginning on the 27 January 2025. Full deployment of the omnicompetent model is anticipated by March 2026, this will have seen c.80 employees fully trained in all roles within the FCC. A further recruitment process has commenced to fill 8FTE vacancies and is supported by a Social Media comms strategy and engagement events with FCC Managers for potential candidates at Police Headquarters.

Phase 1 of the Motorola CRS Contact Management Solution (CMS) for Telephony and Radios was delivered successfully on 12 November 2024. The system replaced aging and obsolete systems with a modern CMS fit to meet the future needs of contact management. It has also enabled a corporate risk surrounding the potential failure of these legacy systems (and consequential impact on service delivery) to be discharged. Planning for the delivery of Phase 2 which encompasses the Customer Relationship Manager is underway

6. Any Other Business

a) CC's response to HMICFRS Inspection of the police response to public disorder in August 2024

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

b) Select Committee: First Inquiry Terms of Reference

The PCC requested feedback from the Chief Officers to the proposed approach with the Select Committee.

The CEX explained that following the Police and Crime Commissioner elections in May 2024, it was decided that it would be an opportune time to review the governance arrangements in place to support the PCC in discharging his statutory responsibilities. A formal Select Committee meeting will be used to publicly focus on specific areas of concern with involvement of key partners, providers and stakeholders to provide evidence and information contributing to the scrutiny process and to demonstrate their delivery of complementary services. Key partners would have the opportunity to provide evidence to the forum and report on their own areas of accountability. Additionally, those with lived experience could provide their input to assist the PCC's understanding. They would be distinct pieces of work with a clear timeframe of review. This would be an opportunity for the Commissioner to consider how he can assist with influencing and driving service improvements by concentrating on a specific area of concern. It would also be used as a forum to inform the Commissioner's investment decisions.

It has been proposed that the first Select Committee inquiry focuses on the requirements of crime and ASB intervention, prevention, and engagement services for young people, aged 18-25.

Action: Feedback from Chief Officers regarding Select Committee: First Inquiry Terms of Reference to be provided to the OPCC.

**c) Joint Inspection of Child Protection Arrangements:
Pembrokeshire County Council, Hywel Dda University Health
Board, Dyfed Powys Police – January 2025**

The Board noted the letter regarding the Joint Inspection of Child Protection Arrangements: Pembrokeshire County Council, Hywel Dda University Health Board, Dyfed Powys Police

The CC stated that the Force had facilitated the sharing of information regarding recommendation following the inspection in Powys the previous year and the inspection for Pembrokeshire this year.

d) Child Sexual Exploitation Grooming Gangs

The PCC raised that that he had recently spoken to the First Minister for Wales in conjunction with the other Welsh Commissioners in relation to a response to a call in England for an England and Wales inquiry in relation to child exploitation grooming gangs. The PCC asked if there were known issues with grooming gangs in the Force area and asked what reassurances the CC could provide.

The CC stated that the Force takes child welfare very seriously and have defined processes in place to prevent abuse and support vulnerable children. Policing across the Force area is not complacent and continues to work with partners to identify issues of this nature and make the safeguarding of children a priority for all. Whilst no categorical assurance can be given in any matters in policing, the CC confirmed that the Force are alive to the risk of 'grooming gangs'.

e) Funding of Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)

It was agreed that there is a need for the PCC and CC to urgently discuss matters with Chief Executives of Local Authorities, specifically the pressure on the shared budget under VAWDASV and the need for the execution of the plan to move WG grant contributions to IDVA service into core LA budget streams.

Action: The PCC to send a letter to the Chief Executives of the 4 Local Authorities within the Force area regarding the Joint funding of Violence Against Women, Domestic Abuse and Sexual Violence priorities.

Action No.	Action Summary from meeting 23/01/2025	To be progressed by
PB 055	Departmental Delivery plans to be brought to the next Policing Board meeting in March 2025.	Force
PB 056	The Force to provide information to inform the response to the survey by 29th January 2025 to enable the OPCC to submit the response by the deadline.	Force
PB 057	CEX to liaise with OPCC assurance team regarding any negative feedback or comments regarding Ebit.	OPCC
PB 058	A briefing to be organised for the PCC regarding ebit and the delivery of algorithm two and three for Criminal Damage and Shoplifting offences.	OPCC
PB 059	Feedback from Chief Officers regarding Select Committee: First Inquiry Terms of Reference to be provided to the OPCC.	Force

PB 060	The PCC to send a letter to the Chief Executives of the 4 Local Authorities within the Force area regarding the Joint funding of Violence Against Women, Domestic Abuse and Sexual Violence priorities.	OPCC
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