



Mae'r ddogfen hon ar gael yn Gymraeg yn ogystal â Saesneg.

This document is available in Welsh as well as English.

Meeting:	Policing Board
Venue:	ACPO Conference Room
Date:	26th November 2025
Time:	13:30-15:30

Members:	<ul style="list-style-type: none"> Police and Crime Commissioner, Dafydd Llywelyn (PCC) Chief Constable, Ifan Charles (CC) OPCC Temporary Chief Finance Officer, Nicola Davies (TCFO) Director of People and Organisation Development, Linda Williams (DoPaOD)
Also Present:	<ul style="list-style-type: none"> Staff Officer, Inspector Lewis Simpson (LS) OPCC Executive Support Officer, Sophie Morgan (SM)
Apologies:	<ul style="list-style-type: none"> OPCC Chief Executive, Carys Morgans (CEX)

1. Apologies and Introductions

The PCC welcomed all to the meeting and apologies were received from OPCC Chief Executive Carys Morgans (CEX). 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 094	Force to confirm if there is the ability to pause the driver re-training scheme to catch up and if so, is there a financial implication for the Force.	Completed Response from DCI - Current demand is being achieved and progressed. Where there is additional demand, these will not be allocated courses.
PB 095	Force to give consideration of improving the life transfer rate between the FCC and DAVRU.	Completed It's been identified that some callers were not being transferred to DAVRU due to vulnerabilities, some of these vulnerabilities would not exclude them/make them unsuitable for a video call response. As such, new guidance has been issued on 31/10/2025 as attached, for call handlers, to enable more

		callers to be transferred to DAVRU directly.
PB 096	Further information to be provided regarding plans for fixed-term contracts for next summer for students.	<p>Completed</p> <p>This is very much in the early stages and will of course depend on the FCC's budgetary constraints. However, the plan would be to advertise in January/February with a view to successful candidates working throughout June, July and August. These would be corporate hours (Mon-Fri 9-5) and could be full or part-time to suit the applicant. They will answer the non-urgent 101 option 5 and 7 lines allowing our experienced staff to answer the more urgent 101 option 1 and 999 lines. FCC have spoken to Recruitment about this, and they will engage with universities through recruitment events to promote these temporary posts.</p>
PB 097	Force to clarify source of the grant funding for the development of a dashboard that will allow the automation of the data performance metrics with Roads Policing Unit.	<p>Completed</p> <p>The available funding is from the Op Apex funding that the Force was allocated for 2025-2026.</p> <p>This equates to 100k and was to be used for Op Apex.</p> <p>The primary usage has been for overtime and engagement, however, as in previous years we have never used all the available monies that have been provided.</p> <p>The request for this years funding that isn't spent is for it to be utilised under Op Apex to design a dashboard that can assist in RPU being able to meet the Roads policing</p>

		<p>Strategy objectives around performance.</p> <p>As Op Apex is a primary aspect of it then the use of the funding would assist in this respect.</p> <p>It was presented it as part of the SPAC presentation as it would still need to be agreed, as the CC, DoF may have other wishes for the monies to be utilised in other areas.</p>
PB 098	Force to confirm where on the accounts are estates rates rebate reflected.	<p>Completed</p> <p>Force memo provided.</p>
PB 099	Force to provide further information regarding Police Officer overtime accruals and mutual aid	<p>Completed</p> <p>Force memo provided.</p>
PB 100	Force to score the risk surrounding Data Protection Impact Assessment (DPIA) and action if needed to be included on the Force corporate risk register.	<p>Completed</p> <p>Risk and Business Continuity Management Advisor is meeting with senior leaders to fully understand risk and will complete risk register once all information has been gathered and assessed.</p>
PB 101	A revised Executive Partnership Strategy to be brought back to Policing Board following review by CC.	<p>In Progress</p>
PB 102	The revised Executive Partnership Strategy to be shared with OPCC Director of Commissioning following review by CC.	<p>In Progress</p>
PB 103	Engagement strategy to be shared with OPCC.	<p>In Progress</p>
PB 104	The CC requested that the business case regarding the Fearless caseworker be submitted into Senior Sponsors.	<p>Completed</p> <p>This has been passed to Gareth Scanlon, who has clarified that the regrade is not for a Fearless Caseworker being regraded to a manager post. The mention of a regrade is regrading the existing manager post.</p>
PB 105	Arrangements to be made for the CC and PCC along to meet with	<p>In Progress</p>

	residents in area regarding safety concerns.	
PB 106	How much was allocated (£172K) for Op Valiant and how much has been spent (£231K)?	Completed Force memo provided

PB 101- The CC updated the Board on the ongoing work by the ACC on the Executive Partnership Strategy.

Action: - Executive Partnership Strategy to be brought back to Policing Board in February 2026.

3. Focus Topic:

a) People and Organisational Development

The Director of People and Organisation Development (DoPaOD) provided an update to the Board.

Slight changes to the Wellbeing Strategy were approved at People Culture and Ethics Board in November 2025 following an alignment exercise against the new National Wellbeing Strategy.

The Gender Pay Gap Report for year ending 31 March 2025 was also approved for publishing externally and uploading on the statutory website.

Leapwise presented the National Wellbeing survey results to the PCC and OPCC Executive team in September 2025. Results were presented at the Senior Leaders Away Day in November 2025.

Regarding the Investors in People (IIP) Gold triennial re-accreditation process, the IIP Assessor has advised that initial survey results are positive. The assessor is now analysing results to determine discussion themes for a mix of in-person and virtual focus groups. As soon as results from both the survey and focus groups are available these will be added to collated feedback from all 2025 sources e.g. National Wellbeing Survey, recent dial-in sessions facilitated by Chief Officers, Expectation & Engagement Events, Say & Stay interviews. Our You Said We're Listening action plan will be updated to address all feedback and launched at Chief Officer roadshows which commence January 2026.

At the Senior Leaders Away day, the afternoon was dedicated to encouraging senior leaders to consider the culture of the Force, the progress made to date and their role in handling team members who behave negatively and impact the morale of colleagues. Participants were asked to assist with finalising the Force's Our Culture Journey map by providing details of activities undertaken in their areas since the agreed baseline year of 2021. This was followed by a well-received interactive Applied Positive Psychology workshop facilitated by Leaderful Action on behalf of Academi Wales.

The Board discussed the need for continuity and consistency of the messaging within Force and the CC stated the importance for consistency in the leadership style and messaging. The Board discussed the condition externally and internally of some stations within the Force.

Action: The CC to discuss with the Head of Estates the internal and external condition of stations within the Force area.

4. Questions for the Chief Constable

a) Could the Chief Constable provide an update on actions taken to address the areas identified as gaps for Dyfed-Powys Police in the CC's response to the Tranche 2 Rapid review of the policing of public disorder report (received by the OPCC on 11/6/25).

The following areas were identified as gaps in the response to Tranche 2 of the Rapid review:

- A) The Force have two Network investigators who have limited capacity given the role. There is limited / no capacity to scan for unknown threats that are not raised through intelligence and information. This is a gap in the intel collection plan.
- B) In cases whereby areas of Public Order are identified and are managed as low risk and minimal police activity occurs, and management is passive and observational as actively is peaceful. The Force Intelligence Bureau (FIB) will collate this data on a weekly basis and share with Basic Command Unit (BCU) staff to ensure that Neighbourhood Policing and Prevention Teams (NPPT) are engaged, and Community Tension Assessment (CTA) is considered (this process is not yet in being but will be recommended following this assessment).
- C) The two network investigators plan to visit the Regional Organised Crime Unit (ROCU) to establish what technical solutions, platforms and / or software is available to assist the Force in this area of business. The Local Authority Cohesion Team has been of assistance to the Force in the past, as they also conduct online scanning surrounding their area of business. At this time there is limited technical solution for the Network Investigators in this area but will scan and research through online platforms should information or intelligence be reported for issues of disorder. This is a gap in the Force's capability and capacity.

Currently, the department have two FTE staff members and protest-related demand is low by comparison to other aspects of the department's work. The Force has not been caught unaware by any local protest or rave since the Op Navette review period. The network investigators coped admirably during Op Cambrian / Stradey and provided excellent service. The Force continues to enjoy good support from wider staff and our communities to ensure we are intelligence-led and other police staff have the requisite skill sets and can be called upon when needed.

At this current time there no viable technical solutions for the Force to improve network investigators capability, but it is anticipated this will change. The previous ambient scanning system (Cosain) has been discontinued, and the Force staff are very competent in scanning once they are provided with objectives. There is

relatively new guidance placing restrictions on Directed Surveillance Authority (DSAs) being used for protest-related activity (unless serious disorder anticipated). This has come from the historic undercover policing reviews. The guidance hindered DPP during the Op Cambrian / Stradey Protests and limited what network investigators could do.

The Local Authority Cohesion Teams assist with conducting online scanning and the Local Authority ASB and Community Safety staff assist DPP investigators. There is good partnership sharing processes exist between the Force and Local Authorities and any intelligence received can be disseminated as per recommendation 1. Sharing of intelligence from other agencies are committed on a Partnership Intelligence Form (PIF) and would come directly to the FIB inbox and in Urgent cases via FIM and placed on STORM. Very often, police staff are alerted to community intelligence given their local connections and this helps the Force to prepare accordingly.

Regarding, Collaboration/ROCU, T/DCS R Evans is scheduled to meet with the Head of Tarian and will also be raising network investigations at the forthcoming heads of crime meetings.

The Force works collaboratively with other Welsh Forces during periods of high demand or significant events (e.g. Op Navette) and Wider support from ROCU and National Teams (e.g. TOEX) can be obtained through tasking through Regional Intel Group.

The Force understands that the workforce will need to re-shape in the years to come to help manage online demand and investigate opportunities. With the Online Safety Act 2023, the Force have already seen some benefits in that online platforms now have age restrictions in place.

In response to Tranche 2, the Force's response to Recommendation 3 is as follows:

- The Welsh Regional Information and Coordination Centre (WRICC) will have mutual aid requirements for each Force/region in the deployment when a national mobilisation is required.
- Briefings to all SIO's will be undertaken in the next 12 months at the Senior CID conference.
- A Dyfed Powys Police Public order investigation plan will be created and circulated to Public Order and Public Safety/Operations Planning dept for retention and use in the deployment of a national mobilisation plan
- Guidance will be incorporated into the DPP Public order investigation plan to ensure that all forces routinely carry out structured debriefs of suspects and offenders, to obtain potential evidence or intelligence about disorder.

b) What is the CC's assessment of Dyfed-Powys Police's preparedness for future incidents of public disorder?

There has been a recent uplift in Public Order Trained Commanders and Specialists. A number of commanders have been trained and, once signed off through peer review, the Force will have 4 Gold Commanders, 4 Silver Commanders and 5 Bronze Commanders with 1 Bronze Commander retiring in the next 12 months, and a replacement being likely.

There is a mutual aid link through the WRICC and can utilise mutual aid in rare instances where public order will outstretch internal capacity and capability.

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 including incident regarding Dafen Primary School and an incident at Milford Haven Marina as well as significant operational and organisational updates.

The Force have also been awarded the Alice Ruggles Trust 2025 Working Together Award and at the Wales Accord on the Sharing of Personal Information (WASPI) awards, the Force won the Collaborative Excellence Award.

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 an open evening for councillors, hosting of hate crime awareness week webinar and a road safety community engagement day with a meeting with Go Safe and Carmarthenshire NPPT, attending a Street Briefing on e-bikes and e-scooters.

c) Force Operating Model Update

Senior Responsible Officer, Force Review Gareth Scanlon provided an update to the Board on the Force Operating Model (FOM).

CID Programme Manager has been seconded to the FOM Team and will be responsible for undertaking post-implementation evaluations for all former Force Review and Force Operating Model workstreams. He will also provide project management support to the Chief Superintendent regarding the Desirable Operating Numbers workstream.

Regarding the Workforce Mix Programme update, work continues to deliver the organisation's ambition to recruit 50FTE Police Staff to allow 50FTE Police Officers to be released from 'back-office functions' to frontline policing. Two funding streams support this initiative:

- Neighbourhood Policing Guarantee (NPG): 33FTE Police Officers to NPPT
- Precept Funding: 17FTE Police Officers to Uniform Response Teams

Currently, 55% (18FTE) of Police Staff recruitments to enable workforce mix for the NPG have been achieved. This 18FTE accounts for 36% of the total Police Staff recruitment to nourish the 50FTE total growth in NPPT and Uniform Response Teams from both funding streams. Several recruitment processes are ongoing, and some have yet to commence due to several challenges.

In tandem to this an expression of interest (EOI) process for the growth in NPPT PCs has recently closed yielding 40 applicants. This is currently being administered by HR, FOM and the BCU Commanders to nourish the required growth whilst also backfilling any existing vacancies. This is being closely managed to minimise the risk of this exercise impacting adversely on Uniform Response Team numbers.

The principle challenge faced by this programme relates to recruitment processes, and the necessary speed of the same, to meet grant timelines. This is exacerbated by capacity pressures, and/ or process lead in times, in areas that support recruitment, for example (not exhaustive):

- Pre-employment, vetting and medical check lead in/process times.
- Fast-time reprioritisation and delivery of training for newly recruited Police Staff.
- High interest (and success) of existing Police Staff (often from other mission critical functions) for newly advertised NPG Police Staff Workforce Mix roles. This exacerbates recruitment challenges owing to requirement for further recruitments and training periods to backfill successful internal candidates.

d) Data Protection Impact Assessment (DPIA) Update

Debby Jones provided an update paper to the Board regarding the Data Protection Impact Assessment (DPIA) process).

Following internal discussions, the Data Protection Officer and the Data Protection Advisor will review the 'question set' and decision-making process associated with the proposed electronic DPIA template/process. This is to ensure that it meets the needs of information governance processes, data protection legislation, the legal responsibilities of the Data Controller and other processes emanating from the DPIA process. The final agreed DPIA process will be tested, prior to it going live, by the IMBA staff who will be required to use the process daily. Alongside this the requirements of the action plan will be progressed.

The Wales Accord on Sharing Personal Information (WASPI) Team have recently developed an electronic Information Sharing Gateway for the processing of information sharing protocols. It is envisaged that this hub will be extended to process DPIA's with a central all Wales DPIA template being developed. As members of the WASPI Management Board the Data Protection Officer and the

Data Protection Advisor will work closely with the WASPI Team as the development of the DPIA template/process develops.

A monthly DPIA prioritisation meeting attended by the DCC, ACC, the Procurement Manager and the Data Protection Officer continues. DPIA's are prioritised in line with a prioritisation list. Members have oversight of progress through a Teams channel.

A meeting has been arranged for 19 November, between the Procurement Team and the Information Sharing/Data Protection Team to discuss processes and the impact each area of work has on the other, in respect to DPIA's, Data Processing Contracts, Information Sharing Protocols etc.

The review of historic DPIA's, data processing contracts etc remains on hold because of the need to prioritise work due to competing demands within the department.

The IMBA Team have completed the Information Commissioner's Office (ICO) Accountability Framework process, which is designed to help organisations assess their own compliance with key requirements under data protection law. This includes a section on 'Risks & DPIA's'. A report is to be prepared.

The Data Protection Advisor sits on the Digital Ideas Assessment Group and the Projects & Funding Group and provides advice on DPIA's, Data Processing Contracts, Information Sharing Protocols etc to both groups, raising awareness of legal requirements.

The Information Manager/Data Protection Officer (DPO) has been involved in discussions with the other Welsh DPO's and Collaboration Wales with a view to expanding current collaboration that takes place between the Welsh Forces. A Welsh Forces DPO Teams channel has been developed. The Information Manager has put forward the suggestion of a shared information governance training resource which could include training in the DPIA process etc to key staff, Information Asset Owners etc across the 4 Forces. This could prove to be a cost saving as external training in the field of information governance can be costly. Collaboration Wales has requested that the Information Manager provides up to date legislation requirements in respect to DPIA's to Collaboration Wales.

Discussions are ongoing with a view to including the work associated with DPIA's on the Corporate Risk Register.

Future challenges:

- Amendments to Data Protection legislation following the introduction of the Data Use and Access Act 2025 (DUAA) are to be worked through. Advice has been received from the NPCC, identifying more than 200 changes that impact the Police Service. An action tracker has been produced, based on the NPCC guidance. The Data Protection Officer, Data Protection Advisor and the Disclosure Records and FOI Manager are to work through the action tracker ensuring changes to policy etc are

followed through. Initial discussions are to commence W/C 01 December 2025. This is likely to be a significant piece of work for the Force and separately for the OPCC.

- Information governance challenges and emerging information security threats from Artificial Intelligence (AI), cyber-attacks, social engineering and the supply chain continues.
- Challenges and workload associated with Force compliance with the Security Assessment for Policing (SyAP) framework for both the IMBA Team, ICT and other departments that contribute to the Framework.
- The WASPI Team are working closely with the Information Commissioner's Office (ICO) to set in place an Information Sharing Code of Conduct under Data Protection legislation (Art 40 UK-GDPR). If this has ICO approval, this will result in increased challenges and additional workload for organisations signed up to the Accord including the Force and the OPCC.

e) Prevention/Intervention/Engagement: Children & Young People

The Board received an update report regarding Prevention, Intervention, Engagement for Children & Young People. All roles were approved in July 2025, and role profiles created by the project team within one week of approval and submitted to HR for Job Evaluations on 9 August 2025.

At this time, two roles have been evaluated, namely the analyst and trainer positions. Vacancy request form (VRF's) has been submitted for both roles.

Several workshops are underway to formalise referral processes and proactive identification of children and young people who would benefit from the intervention and prevention services that will be provided as part of this workstream.

Further work is ongoing to develop the training package for the trainer to deliver Force wide and packages for the further education officers to deliver to Colleges and Sixth Forms.

- Several engagement events have taken place over the past month with YJS leads.
- The reachable moments project in custody is due to go live within the next 7 days.
- NPPT Engagement SPOCs have been allocated to every further education establishment or sixth form in Force.

The progression of this project is now very much dependent on processes to be progressed by HR & Finance, i.e. Job Evaluations, VRF approvals, advertisement of the roles and recruitment.

Action: - The Force to provide a timeline for the implementation and launch of the Prevention, Intervention, Engagement for Children & Young People project.

The PCC raised the possibility of setting up a strategic group chaired by the PCC with the Force for youth justice.

Action: - PCC to discuss with OPCC Executive team the setting up a strategic group with the Force chaired by the PCC for youth justice.

The CC requested that terms of reference be provided to Chief Officers prior to set up of the proposed group for review and feedback.

6) Any Other Business

a) CC's response to Joint inspection by HMIP and HMICFRS: The effectiveness of diverting children from the criminal justice system: meeting needs, ensuring safety, and preventing reoffending.

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 published in due course.

b) CC's response to HMICFRS inspection Effectiveness of police and law enforcement bodies' response to group based CSE.

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 published in due course.

Action No.	Action Summary from meeting 26/11/2025	To be progressed by
PB 107	Executive Partnership Strategy to be brought back to Policing Board in February 2026.	Force
PB 108	Chief Constable to discuss with the Head of Estates the internal and external condition of stations within the Force area.	Force
PB 109	The Force to provide a timeline for the implementation and launch of the Prevention, Intervention, Engagement for Children & Young People project.	Force
PB 110	PCC to discuss with OPCC Executive team the setting up a strategic group with the Force chaired by the PCC for youth justice.	OPCC

CLOSE