



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

This document is available in Welsh as well as English.

Members:	Mr Dafydd Llywelyn, Police and Crime Commissioner (PCC) Chief Constable Simon Prince QPM (CC) Temporary Deputy Chief Constable Liane James (T/DCC) Temporary Assistant Chief Constable Pam Kelly (ACC) Mrs Jayne Woods, Chief Finance Officer, OPCC (CFO) Mr Edwin Harries, Director of Finance (DoF)
Also Present:	Mrs Carys Morgans, Chief of Staff, OPCC (CM) Chief Inspector Jon Cummings, Force Inspection and Review (JC) Inspector Mark McSweeney, Staff Officer (MMS) Mrs Sharon Richards, Performance Manager, OPCC (SR) Dr Helen Morgan-Howard, Corporate Governance Project (HM-H)
Apologies:	Mrs Claire Bryant, Office Manager, OPCC (CB)

DECISIONS ARISING FROM MEETING 20/07/16		
Decision N°	Decision Summary	To be progressed by
PAB T2 01	That Policing Accountability Board meetings will occur on a quarterly basis, on the third week of the relevant month, with papers received a week in advance where possible from the Force	All

ACTION SUMMARY FROM MEETING ON 15/03/2016		
Action N°	Action Summary	Progress:
PAB 308	Force to provide re-offending data differentiating between IOM scheme participants and IOM members in prison by the Policing Accountability Board in May	Discharged
PAB 309	SPR frameworks to be presented at a future Policing Board meeting, to include quality assurance of assessments	Discharged Updated report to be provided
PAB 310	Drug driving scheme data to be updated and provided to PCC, and included in future priority 1 reports	Discharged
PAB 311	Examples of 'police only' ACRs utilised, and examples of the difference between youth	In progress

	community resolutions and youth restorative disposals, to be shared with the OPCC	
PAB 312	Force to update data on historic and current sexual offences by the Policing Accountability Board in May	Discharged To be included in future priority 1 reports
PAB 313	SR to consider breakdown of Stop and Search data by territory, and to conduct comparison of positive Stop and Search rates between forces on Best Use of Stop and Search Scheme	Discharged
PAB 314	Case file quality statistics for files being sent to CPS to be shared with the OPCC	Discharged
PAB 315	Summary of status of case file preparation training to be included in the criminal justice joint services review	Discharged
PAB 316	CFO to refresh what proportion of costs awarded via PLPs are received and therefore what is outstanding and what courts are doing to pursue payments	Discharged
PAB 317	Force representative to contact OPCC to discuss how ACR menu options are recorded to allow for future analysis	Discharged
PAB 318	SR to analyse the proportion of change over time of the application of outcome 10 to sexual offences, along with a comparison with other forces	Discharged
PAB 319	CC to confirm the model for the extension of the mental health triage scheme	Discharged

The PCC opened the first accountability meeting of term 2, explaining the format for future meetings. Accountability Board meetings will be held quarterly, within the third week of the month, to consider the strategic direction, with fortnightly Policing Board meetings considering more detailed discussions. The PCC thanked staff for their input into the reports requested for the meeting.

Decision: That Policing Accountability Board meetings will occur on a quarterly basis, on the third week of the relevant month, with papers received a week in advance where possible from the Force

Minutes of the Accountability Meeting held on 15th March 2016 and Matters Arising

The PCC noted that the action reference numbers should have the prefix PAB, rather than PB.

Formal closure of term 1 outstanding actions

PAB 308 – the OPCC had received a response from the IOM analyst. The PCC was satisfied with the level of data provided. The ACC explained that the future format of IOM was being considered, and agreed to update the PCC when recommendations were available. The update would also include the current status of the Multi Agency Safeguarding Hub (MASH) development.

Action: Update in relation to current IOM activity and progress of the MASH to be provided to PCC

PAB 309 – the PCC had received a report from November 2015. The PCC requested the OPCC be provided with a copy of an updated report prior to the Force's next Strategic Policing Requirement (SPR) meeting, scheduled for next week. The ACC considered it worthwhile for the PCC to also receive a briefing on the matter.

Action: Update on SPR to be provided to the PCC prior to the next SPR meeting

PAB 310 – the PCC noted that the performance data provided does not include drug driving scheme data, but is content that he does not currently require the information.

PAB 311 – the PCC noted this matter had been picked up through wider discussions on restorative justice within the fortnightly Policing Board meetings. A report on progress was anticipated by the PCC. A discussion ensued regarding community understanding of restorative justice approaches. The ACC requested two months to conduct research prior to reporting back to the PCC.

Action: Update on Restorative Justice approaches to be provided within the next two months

PAB 312 – the PCC observed that the increase in sexual offences reported was not only due to historic cases. This was confirmed by the ACC, who stated that the data relating to historic offences was beginning to plateau, but all Forces were experiencing escalating reporting of all types of sexual offences. The ACC stated that live data was available as required by the PCC, and suggested the future focus should be on how victims of such crimes are dealt with throughout their case, including the relationship with partner agencies. The PCC agreed, stating he would like sexual offences data to be included in priority 1 performance reports.

Action: OPCC to consider performance data and determine what further information would be required, for communication to the Force by mid-September

Action: For sexual offences to be included in priority 1

PAB 313 – SR stated the subject was being considered within the discussions surrounding future governance structures. The PCC stated he was content with the current Stop and Search data.

PAB 314 – updated data was included in the report to be considered later in the agenda. The PCC stated the matter would also be raised at the Local Criminal Justice Board (LCJB) meetings.

PAB 316 – the CFO provided an overview of the originating discussion. A query had been raised in relation to the costs of undertaking Police Led Prosecutions (PLPs) in comparison to the monies recovered at the end of the process. The PCC considered this could be raised at the LCJB if necessary. The DoF stated information was monitored on the costs awarded received, and whilst there were difficulties in recovering costs awarded, it was not currently at a level for concern. It was agreed the matter would be monitored by the CFO and DoF, and raised at future meetings if required.

PAB 317 – MMS stated this was linked to PAB 311. The PCC considered this could be dealt with at an operational level.

PAB 318 – SR stated there were no significant differences between DPP and other Welsh Forces or most similar forces.

PAB 319 – the ACC stated that an officer had been assigned to the mental health triage team to replace the officer who had moved on, and there was a bank of officers who had been trained to provide cover when required. The scheme has been extended for a further 12 months, with further reviews built in. Section 136 and juvenile detentions had reduced significantly across the Force area. The triage team had also expanded their activity to be able to provide live information regarding mental health issues to teams in attendance at other incidents such as firearms responses. The PCC sought assurance that partner agencies were responding appropriately to the change in section 136 legislation. The CC expects the demand on police will continue to grow, and expressed concern that partner agencies were not fully prepared for the impact of this. The PCC queried what was being done at an operational level. The ACC stated that repeat demand in terms of hospital responses were considered in local performance and tasking events, with Chief Inspectors in contact locally with heads of wards in mental health units. Mental health multi agency boards were attended by representatives of DPP. The ACC stated this needed to be discussed at Public Service Board meetings, and work was underway to collate evidence for demand to progress these discussions. The PCC raised the matter of demand on resources. The ACC confirmed that a lack of mental health

service beds resulted in increased demand on the Force, as there was a requirement for officers to transport individuals to the available bed, rather than handing over to the nearest mental health unit. Service Level Agreements were required in order to agree how the Mental Health Concordat will be realised. The PCC requested he be included in strategic discussions surrounding this issue.

Assurance

Principles of assurance activity

The PCC provided an overview of the draft guidance document, inviting comments and feedback from the Force. The CC considered it a positive development. The PCC requested that members consider the document following the meeting and provide feedback to the OPCC. An update will also be considered at the next meeting.

The DCC queried if scrutiny should be re-labelled as quality assurance to improve buy-in and make the focus more positive. The PCC accepted the proposal, but recognised the need to ensure the PCC met his statutory functions of scrutinising and holding the CC to account.

The ACC considered it useful for the Force and OPCC to work together to identify areas for review in order to support improvements. This was echoed by the CC, who suggested that external partners be included where suitable, in order to enhance the reviews. The PCC stated this needed careful consideration. SR stated that the forward work plan for assurance activity would be agreed between the CC and PCC prior to implementation, but a mechanism for dealing with ad-hoc issues would also need to be agreed.

A discussion ensued regarding interim governance arrangements prior to the appointment of the new Chief Constable. It was agreed that there was a need to ensure appropriate governance structures exist to support decision making, whilst allowing flexibility for the incoming Chief Constable to make any changes they see fit. The PCC urged that his office be included in the discussions of the Force's new governance structure arrangements. The PCC highlighted the Estates Board as an example of a governance structure which needed immediate agreement in order to deliver on the programme of work. The PCC expressed his frustration at the outstanding accommodation business case which had been requested a number of months ago. The ACC suggested a timeline of key decisions be drafted in order to support scheduling of preparatory work, to which the PCC agreed.

Action: Timeline for when key decisions are needed to be made by the PCC to be provided to the Force to support planning processes

Governance structures

The DCC thanked HM-H and Paul Morris for their work in developing the governance model and terms of reference which had been shared with the PCC. A consultation event with senior leaders is planned for 2nd August. The PCC enquired if there were plans to include views from the rest of the workforce. The DCC confirmed that this would be incorporated following the senior leaders' consultation. Consultation to date had highlighted the need for a police and crime delivery plan, incorporating the strategic priorities and objectives, with clear roles and responsibilities outlined. Feedback had also been received regarding the communication of decisions. The Corporate Communications team were tasked with reviewing the Force intranet site. The PCC urged that work between the Force and OPCC be dovetailed to avoid duplication. SR and HM-H confirmed that they were in communication over the matter. The DCC provided an overview of the draft planning cycle and structures, and suggested a separate meeting be arranged between Force senior leaders and the PCC to agree the way forward, to which the PCC agreed. HM-H explained the process for decision making and risk escalation at the various groups. The PCC queried if there was a delivery plan currently in existence. HM-H confirmed there was not.

Current Force performance against Police and Crime Plan 2013-2018 priorities, including a summary of Force focus areas

The PCC stated that as the priority 5 update was received close to the meeting, it would be considered and any queries raised outside of the meeting.

The PCC noted that the rise in total crime had been attributed to the introduction of accurate crime recording. However, the PCC identified between a 10 and 15% increase from May 2015 to May 2016, which he felt could not be attributed to the better crime recording standards. The ACC considered a number of factors influence the figures, including peaks in the reporting of historical sexual offences and violent crime increases being linked to the increase in domestic abuse reporting. The ACC stated the quality of service i.e. compliance with the Victims' Code of Practice, bail management delays and telephone analysis was worthy of consideration to understand overall performance. The PCC stated that as it had been 18 months since the change in recording practices, this was no longer a realistic reason for the increase. The CC acknowledged this, however highlighted that the improvement would have been gradual through the first year. SR stated that whilst there had been an increase, figures were following a similar pattern to last year. The PCC expressed an interest in understanding the operational response to increases in reporting. The ACC offered to provide information shared at local tasking and performance events. The ACC stated that the multi-agency response to repeat victims and offender management required further attention.

The PCC sought further information on the rise in domestic incidents, in particular, the number of repeat victims. The ACC stated that historically, approximately 12% to 15%

of domestic abuse victims were repeat victims, but the current figure was over 20%. This increase was comparable with most similar forces. Work was ongoing with local agencies to support vulnerable people, and Multi Agency Risk Assessment Conferences (MARACs) were now being piloted on a daily basis, as opposed to monthly. A discussion ensued regarding the reasons for the increase in total crime, with a suggestion that increased confidence in crime reporting was attributable, although this was yet to be supported with research. The PCC stated total recorded crime is not a good indicator of quality of service, and he would not be setting targets for DPP to reduce crime by a certain percentage. He stated his wish for the Force to understand the changes in the crime landscape and emanating changes in the demand profile. This would also need to be communicated to the public. The ACC highlighted that the Force's response need for category 1 and 2 calls had increased over a period of time, specifically the calls from other agencies requesting the police to attend. The ACC stated that increased confidence in reporting could no longer be used as the reason for increases in the number of crimes recorded. The PCC welcomed this comment.

The PCC commented that the demand of calls for service from hospitals in Carmarthenshire was significant, and considered it would be worthwhile to analyse the data further to understand the situation fully. The ACC confirmed that the PCSO trial in Llanelli hospital was ongoing, and would be included in the neighbourhood review which was due to be reported on at the end of September. The ACC highlighted that many calls for service were received from hospital mental health wards regarding vulnerable patients, violence and missing persons. The ACC suggested the policing infrastructure such as CCTV and ANPR around hospitals required consideration. The CC acknowledged this, stating that hospitals were now being considered as a community in order to consider how the police best respond to the demand for service. The PCC suggested engaging community health councils to review the demand for policing in hospitals, and that the opportunity to work together be explored.

Action: Engaging Community Health Councils to be explored with regards to evaluating the PCSO trial in Llanelli hospital and reviewing the demand for policing in hospitals

The PCC acknowledged that file quality was being discussed at the LCJB. The PCC queried the action taken to address the spike of unused material in April 2016. The ACC stated this was an ongoing disclosure issue. The ACC stated work was in progress and was encouraged that improvements were being made. The PCC acknowledged the good work being done, but urged that it continue to be monitored. The CC highlighted that many of the issues with files were those that could be expected, and expressed his frustration at the CPS' feedback on file quality. The CC considered the CPS had a role to play in supporting how cases are presented. The PCC had received feedback at the All Wales Criminal Justice Board that DPP were performing well, and considered this was to be congratulated and maintained.

The PCC queried the current differential in service provision between English and Welsh language calls as he had been made aware that timeliness was an issue. The CC stated

this was in relation to 101 calls. Exact figures were not currently available; however the CC stated that the average waiting time for Welsh calls to be answered was typically longer than that of English calls. The CC confirmed that Welsh was now an essential criteria on the person specification for communication centre staff, and the Welsh Language Commissioner had been invited to meet the CC in September to discuss the challenges and potential solutions of delivering an effective bilingual service. The PCC had met the Welsh Language Commissioner informally recently, and stated she was complimentary of the work of the organisation in relation to the Welsh Language Standards. The PCC noted that whilst it would be a challenge, he was keen to ensure the Standards were met.

Action: For information on Welsh language calls for service to be included in performance data

The PCC expressed concern that attendance at immediate response calls within the 20 minute target was consistently lower in Ceredigion than in the other three counties. The ACC stated this had been explored in much detail, and was attributed to rurality. The types of roads and rural areas in Powys and Ceredigion resulted in longer response times. There had also been some process issues with officers not registering on their handsets in a timely manner that they had arrived on scene. The ACC suggested this approach could be altered if it was felt it a priority, but would require further discussion in terms of budget implications. The DCC highlighted that improvements had been made since last year, as average response times were approximately 83%, compared to 96% overall this year. Units were now being dispatched in a timelier manner once a call is received, rather than at the end of the call. The PCC was reassured that response times were improving, but was not reassured by the explanation of rurality, stating DPP is a rural force, and staffing levels should reflect our rural communities. The CC highlighted that the 90% target for calls responded to within 20 minutes was a historic England and Wales target. DPP has 2.8 officers per square mile, with the next most sparsely populated force, North Yorkshire, having over 4 officers per square mile. The CC considered DPPs overall achievement of 96% to be significant for any rural force, especially when compared with ambulance response times across the Force area. A discussion ensued in respect of the importance of consistency in service provision across the Force area. The PCC queried the almost £0.5m underspend on neighbourhood policing demonstrated in the first quarter of this year, stating there is a need to ensure a consistent level of quality of service delivery for rural communities as well as urban, citing Lampeter and Radnorshire as examples. The DoF stated that overall police officer pay was on target, and as per the budget letter from the previous PCC in December 2015, approximately £800,000 of the staffing budget was on hold pending the result of the formula funding review, which could ease some operational pressures currently experienced. The CFO queried if the underspend was being held under a central budget heading. The DoF stated it was, and was distributed between savings on non-pay, fleet and by being under establishment of PCSOs for the first part of the year. The PCC noted that 12 PCSOs had recently been trained and commenced duty. The DoF stated £303,000 of the £800,000 savings were realised in local officer pay. The DoF stated that

overall, DPP were on target in terms of police officer numbers, and highlighted that deployment was intended to be fluid in order to respond to risk. Serious investigations also impacted on deployment, and coupled with holding back some funding, the situation has been exacerbated. The CC had agreed with the DoF that the Force would recruit as many police officers as they could afford from the available budget. The CC agreed to share the workforce plan with the PCC. The Spending Wisely team were currently re-shaping the operational model to compliment the needs of DPP's communities. This would be provided in the autumn to provide the PCC with background in order to support the setting of the precept.

The PCC sought assurance that firearms response was adequately staffed. The ACC assured that the shortage was now down to 6-7 as opposed to 10, recruitment was constantly open and shift patterns of current officers had been extended for the next 3 months. The Joint Firearms Unit were running a review to understand the difficulties in recruiting to the unit. Response times remained good, however operational arrangements were constantly reviewed to make improvements where possible. The PCC considered much of the issues discussed related to strategic HR, and this area warranted a greater focus. The PCC expressed his expectation for the Force to future plan in response to predicted changes, for example the transfer of PCSOs to regulars and the resulting gaps.

Action: To focus on strategic HR matters during the next PAB

The PCC thanked Chief Inspector Craig Templeton for his update on the activities of the Spending Wisely team, which was very informative. The PCC expressed concern over the reduction of 34 constables as part of workforce modernisation, querying if and where the cost savings will be realised. The DoF stated that at present the savings were required to balance the budget as it was set. The PCC agreed with workforce modernisation but stated that the savings realised needed to be reinvested in the organisation. The CC agreed but stated that the Force was not currently in that position. The PCC also expressed concern regarding line management coverage in rural areas, due to the proposed reduction of 34 sergeants. The DoF confirmed the plan was to reinvest these savings in the recruitment of new constables. The PCC expressed his wish to hold a financial planning summit in the autumn, including the presentation of a strategic HR plan delivered by the individual responsible for HR. The PCC stated the need to re-define the target establishment level in response to the changing community landscape. The CC agreed, stating he was comfortable with making changes to the current plan within the budget available, and he will make the decisions as to how the Force will achieve the outcomes set.

Action: Summit for financial planning and demand to be held in the Autumn, to also focus on strategic HR matters

The DoF explained the reasons for the delay regarding In Car Video expenditure. It was suggested that the possibility of utilising the same technology as with Body Worn Video be explored in order to simplify processes and realise cost efficiencies. The PCC was

aware of some of the opportunities being considered. The PCC queried the date for the implementation of Body Worn Videos. The DoF stated it was currently being procured and would be in place by the end of the financial year.

OPCC focus areas

National Police Air Service (NPAS)

The PCC expressed his concern over two thirds of requests for support made to NPAS not having been met. The PCC stated the matter would remain on the agenda and a focal point of his scrutiny as he was not currently convinced that the annual £800,000 paid into NPAS is providing value for money. The PCC sought the CC's view on this. The CC considered the matter required further investigation to understand the reasons for calls being stood down. The ACC would assemble a group to evaluate the level of service currently being provided compared to previously and whether it met operational need. The PCC requested that usage data be compared with the same period in the previous year when the service was provided by the Force helicopter. The PCC had made representation to become the South West regional representative on the NPAS Board. The ACC considered the matter required discussion with the other Welsh forces in order to establish the level of service in comparison with other areas. CM suggested the matter be raised at the next All Wales Policing Group meeting, to which the PCC agreed.

Action: NPAS analysis of level of service and whether it meets operational need and provides value for money to be undertaken by the end of August

Action: NPAS to be an agenda item at the All Wales Policing Group in October

Her Majesty's Inspectorate of Constabulary (HMIC)

The DCC provided an overview of improvements made to HMIC inspections preparation, thanking the Force Inspection and Review team for their hard work. Chief Inspector Jon Cummings provided an overview of progress to date. The DCC had appointed a team in October 2015 to manage HMIC involvement with the Force. The first PEEL inspection took place in May, replacing an average of 9 inspections per calendar year. A number of positives had been identified, but work remained to be done. A Governance Group, chaired by the DCC will commence on the 11th August at a Gold strategic level to consider recommendations emanating from HMIC. The action plans in response to the recommendations will be managed by the Governance Group. The PCC queried if these could be shared with the OPCC, to which the CC agreed. The DCC noted that HMIC were considering DPPs future plans, as well as current activity. The ACC noted the need to plan for the next 3-5 years, which the DCC stated was being done. A discussion ensued regarding the importance of promoting the good work of the Force, and the role of the PCC in this. The PCC raised concern over the Professional Development Review system

being unavailable, stating this was critical to investing in staff. The PCC is looking forward to being involved in the HMIC inspection process and regularly checking and testing progress outside of the inspections to compliment the HMIC agenda.

The PCC thanked JC for his input. JC and HM-H left the meeting.

Estates

The PCC provided an overview of the significant capital programme of work to improve the DPP Estates. Discussions had taken place with the Fire Service regarding opportunities for co-location and Carmarthenshire County Council regarding the Carmarthenshire custody solution. The PCC intended to continue to discuss estates at accountability meetings to ensure key developments are delivered on in a timely manner. The PCC thanked Chief Inspector Peter Roderick (PR) for his input to date and sought assurance regarding future attendance at the Estates Board, as it was understood PR was moving to another project. The ACC stated she would attend the Board initially, bringing in relevant operational representatives at key stages of the programme of works. The ACC acknowledged the significant amount of work invested in the programme over the past year by the CFO and Heddwyn Thomas, the OPCC's Director of Estates. The ACC expressed concern over some of the messages currently in the public domain regarding the programme, for example, mixed messages regarding which stations were being closed. It was agreed that a joint communication strategy regarding the programme was required. The CFO stated that the Senior Manager for Corporate Communications would continue to be involved in the Estates Board.

OPCC annual report

The PCC noted that the draft report had been circulated for information, and would be shared with the Police and Crime Panel at their meeting at the end of the week. The PCC requested members consider the report and feed any comments back to the OPCC by the 29th July. The CoS stated the plan would be published mid-August.

Action: All feedback regarding the OPCC annual report to be received by the OPCC by 29th July

Progress towards the new Police and Crime Plan (2016-)

The PCC provided an overview of the Police and Crime Plan development schedule. The new Plan would be published at the end of March 2017, and until such point, the existing plan would be adhered to. The PCC stated that formal surveys with the public would not be utilised, but encouraged continual dialogue with communities to gather views. SR

highlighted the legal framework governing how the Plan is developed, which with Police and Crime Panel schedule, had informed the timetable presented. The Plan would be implemented from April 1st 2017.

ACTION SUMMARY FROM MEETING ON 20/07/2016		
Action N°	Action Summary	To be progressed by:
PAB 001	Update in relation to current IOM activity and progress of the MASH to be provided to PCC	ACC
PAB 002	Update on SPR to be provided to the PCC prior to the next SPR meeting	DCC
PAB 003	Update on Restorative Justice approaches to be provided within the next two months	ACC
PAB 004	OPCC to consider performance data and determine what further information would be required, for communication to the Force by mid-September	SR
PAB 005	For sexual offences to be included in priority 1	MMS
PAB 006	Timeline for when key decisions are needed to be made by the PCC to be provided to the Force to support planning processes	CoS
PAB 007	Engaging Community Health Councils to be explored with regards to evaluating the PCSO trial in Llanelli hospital and reviewing the demand for policing in hospitals	ACC
PAB 008	For information on Welsh language calls for service to be included in performance data	MMS
PAB 009	To focus on strategic HR matters during the next PAB	MMS / CoS
PAB 010	Summit for financial planning and demand to be held in the Autumn, to also focus on strategic HR matters	DoF / CFO
PAB 011	NPAS analysis of level of service and whether it meets operational need and provides value for money to be undertaken by the end of August	ACC
PAB 012	NPAS to be an agenda item at the All Wales Policing Group in October	CoS
PAB 013	All feedback regarding the OPCC annual report to be received by the OPCC by 29th July	All

Risk Summary

Domestic violence
Strategic HR matters including PDRs

Date of next meeting

18th October 2016