

## STRATEGIC EXECUTIVE BOARD

17 April 2018

### PRESENT:

Arfon Jones, Police and Crime Commissioner  
 Stephen Hughes, Chief Executive, OPCC  
 Kate Jackson, Chief Finance Officer, OPCC  
 Mark Polin, Chief Constable  
 Gareth Pritchard, Deputy Chief Constable  
 Richard Debicki, Assistant Chief Constable  
 Tracey Martin, Director of Finance and Resources  
 Guto Edwards, Head of Finance (Assistant Director)  
 T/Supt Sharon McCairn, Corporate Services  
 Meic Raymant, Head of Welsh Language  
 John Smith, Deputy Head of People & Organisational Development  
 Rhian Rees Roberts, Policy Officer, OPCC  
 Gemma Jennings, PA, OPCC

### 1 Apologies

Deputy Police and Crime Commissioner Ann Griffith

### 2 MINUTES

The minutes of the meeting held on 15 November 2017 were agreed as a true record.

The Police and Crime Commissioner noted that student distance & travel times to Welsh Language training courses needed to be revisited. The Director of Finance and Resources will look further into this and advise the Police and Crime Commissioner at the next meeting.

Action Action Log 315	Director of Finances and Resources to report location of Welsh Language training courses to next meeting.
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### 3 ACTIONS LOG

The Actions Log was updated as appropriate and all relevant actions closed - please see separate Actions Log.

#### **4 FINANCE UPDATE**

The Director of Finances and Resources outlined the key points in the report circulated with the agenda.

In respect of the Revenue Budget, projected under spend of £0.588m at the end of period 9 still holds, too early for the end of year final figures.

All budget allocations have now been made for the current financial year incorporating all of the growth and planning that was prepared last year. The majority of posts will be in place by the end of July this year.

A key achievement for North Wales Police has been the approval of 650 mobile airwave units that are now with front line officers.

Police Education Qualification Framework (PEQF) is due to be implemented which will be an added cost pressure. Once costs have been finalised North Wales Police will share with the Police and Crime Commissioner.

There is currently £8.9m in the savings and £1.4m of cuts have been identified for 2017/18 and future savings of approximately £7m split between the service review programme and years 2019-20. OIP process is the key at the moment with no anticipation of any foreseeable problems and no risks regarding the savings.

The Police and Crime Commissioner questioned whether procurement needs revisiting in light of the Social Value Procurement Policy. The Head of Finance advised the Commissioner that Social Value will be included in the compliance and regulations.

The Police and Crime Commissioner asked the Director of Finance if there was an update regarding the Emergency Services. The Director of Finance explained that there is a plan under consideration but the details have not yet been finalised. Airwave will remain for the time being and the network coverage is improving.

The Chief Finance Officer asked North Wales Police if the the Estates Strategy and capital Vehicle Replacement Programme are sufficient as it has previously been £1.5m plus but now £1.3m. The Head of Finance explained that the budget has not yet been produced.

The Chief Executive noted that he had recently met with our Social Value Officer regarding the Social Value Policy to discuss options of moving forward.

Action Action Log 316	Chief Executive Officer to meet with the Director of Finance to discuss Social Value moving forward.
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The Police and Crime Commissioner questioned the future of Mold Police Station now that the new Llay Estate is due to open soon. The Director of Finances and Resources will address this at the Estates Board (but there are no current plans to close Mold Police Station).

The Chief Constable noted that the financial plan has been agreed. The comprehensive spending review is due next year. ESN and the NPASS funding model are moving forward. The ROCU and Titan funding is unsustainable that is currently being filled by way of underspends.

A Procurement report will be discussed this week at the Chief Constable's Council which the Chief Constable will be attending. The report is to secure £120m for a combination of procurement services and to ask all Police Force's to re-examine shared services.

Funding expectations are increasing and police forces have been asked to consider the National Statistics database and provide £1.2m towards the National Crime Agency.

Locally we are placing great emphasis on OIP delivering a National Savings Programme looking at a 20% reduction in response officers and a higher reduction in neighbourhood response officers. The Police and Crime Commissioner asked to be sighted on the OIP work.

Action Action Log 317	Police and Crime Commissioner to meet with Superintendent Alex Goss to discuss OIP.
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The Director of Finance and Resources noted that there could be a phasing issue regarding the precept next year whilst OIP is being implemented.

### **Treasury Management Strategy**

A new Code of Practice released in December 2017 having minor changes for North Wales Police. The main change to the Prudential Code is to include the 'Capital Strategy' covering capital expenditure and financing and treasury management within one document.

The Police and Crime Commissioner formally agreed the Capital Programme.

Action Action Log 318	Office of the Police and Crime Commissioner to administer a Decision Notice and publish on the office website.
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The Chief Finance Officer was apprehensive whether North Wales Police are sacrificing security for liquidity due to more money the Head of Finance advised that the controls should cover it and help the department improve.

The Police and Crime Commissioner congratulated the department for the detail and content included in the report.

The Director of Finance and Resources highlighted the key points in the report circulated with the agenda.

Following discussions with Unison, a force wide consultation process has taken place between the 19<sup>th</sup> February and 31<sup>st</sup> March. The team will gather all the responses together taking value for money into consideration.

Unison has asked North Wales Police to re-open job evaluation to staff members which has been agreed.

Following a ten month Workforce Planning Project the Planning Board was successfully launched on 26th January 2018. The Transformation Programme enables the Force to manage the work streams directed from the national agenda. The Resource Management Board is now merging with the Gold Resourcing Group to have one overview across the Force.

North Wales Police Gender Pay Gap was published in March 2018. This is an equality measure that shows the difference in average earnings between women and men as per legislative requirements that were introduced in April 2017. Overall females in NWP earn 14.7% per hour less than men. This is more exaggerated within the officer ranks than with staff roles. These findings have been presented to the Equality and Diversity Board who will oversee appropriate interventions. This is now part of the Positive Action Strategy to take forward.

The Chief Executive Officer queried whether the plan to recruit over 100 members of staff are new posts or if they are replacing existing staff members that we know will be due to retire or reallocated elsewhere? The Director of Finances and Resources advised that it will be a mixture of both new posts as previously approved and business as usual regarding recruitment.

The Police and Crime Commissioner asked what the level of taser training is currently in Force and if we will be increasing the numbers of trained officers? The Chief Constable advised that there are currently 250 staff members trained and 50 staff members due to be trained. The Chief Constable has tasked Chief Superintendent Neil Anderson to look at this further as this is linked to Use of Force.

The Police and Crime Commissioner asked whether there is a pattern to the near miss report. The Deputy Head of People & Organisational Development will provide more data for the next meeting.

Action Action Log 319	Deputy Head of People & Organisational Development to provide more near miss data for the next meeting.
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## **Niche/RMS**

The Tri-force Programme is currently producing a detailed plan to support the high level plan which has North Wales Police and MSP data merging at the end of July and CHP joining end of September beginning of October 2018.

## **Two Way Interface (TWIF) with the CPS**

TWIF is due to go live today (17<sup>th</sup> April) North Wales Police have employed five new Decision Makers to take charge of the decisions sent to the Crown Prosecution Service. This has been more effective as the failure rate has dropped from 52% to 2%. Red line agreed with the TFN Programme that if North Wales Police data has not merged by the beginning of July then this will move to September.

## **Emergency Services - Prevent & Respond**

Next steps are due to be discussed at the Programme Board. The benefits assessment report is attached to the agenda.

## **All Wales**

Collaborative change programme whose scope covers the below policing functional areas:

- Specialist Operations
- Human Resources/Learning & Department
- ICT Convergence
- Specialist Crime
- Forensics
- Joint Analytical Demand Hub / Tri-party
- Criminal Justice
- Information Management
- Legal Services
- Procurement

A lot of work has already been undertaken.

The Police and Crime Commissioner informed members of the board he had recently received an email from Ms Liz Saville-Roberts MP asking if the collaboration of the above is likely to happen on an All Wales Basis. The Deputy Chief Constable wanted to advise that nobody is currently overseeing road safety.

At the North West Joint Oversight Committee, the Cheshire Police and Crime Commissioner announced a governance of North West Collaboration had been undertaken by their Deputy Police and Crime Commissioner. It was suggested by the board that Police and Crime Commissioners raise and agree this at their next pre-meeting.

It was noted that Lancashire Police Force have withdrawn from the Firearms Collaboration causing concerns as we may now need to invest more of our resources to acquire the license under the training regime.

## **7 PERFORMANCE UPDATE**

The Assistant Chief Constable highlighted the key points raised in the reports circulated within the agenda.

It was noted that it is effectively our year end and that operational staffing has significantly improved. Homicides and County Lines issues have now been concluded. Credit to all staff who worked hard.

The approach this year has been to improve our investigative standards. There was a lot of work to do starting with record reviews, performance management and dip sampling. Investigative standards have improved which is reflected in the HMIC inspection.

The focus still continues with vulnerability around Domestic Abuse, CSE, Modern Slavery and Stalking and Harassment. The process and investigation has changed regarding Domestic Abuse with the high level/risk domestic abuse now being investigated by specialist officers and detectives. However, there are still some cultural issues regarding crime types to work on. The Force faces a slight risk regarding detective recruitment and resilience focusing on the recruitment campaign. The OIP work will look at our resilience and crime allocations in more detail which is reflected in the report under the quality of service we are offering.

The Force faces ongoing challenges regarding Mental Health awareness, the Chief Constable who chairs the North Wales Mental Health Board noted that Betsi Cadwalader is currently writing a business case regarding a triage in the Control Room. Betsi Cadwalader fully supports the need for Mental Health Training. There are still issues concerning the length of time North Wales Police staff are spending within emergency departments.

It was recorded that there has been a 23.2% increase in volume crime at the end of the year (which is below the lower limit of what was predicted) based on new changes to crime recording standards. Crime recording standards are currently good including burglary and residential showing a reduction in the year. There are growing issues surrounding Hydro Plane offences in the Eastern area and a regional plan has been tasked to Titan.

North Wales Police are currently seventh nationally in understanding our community issues. Response times are good and the control room's performance is also marked as good. Just need to resolve staffing challenges.

County Lines is still regarded as a significant challenge within operational policing, now planning to try and galvanise with partners by delivering presentations to senior partners and stakeholders. Local reviews have now been completed and a workshop was held last month which was well

attended. A joint needs assessment is currently being developed across North Wales to produce a partnership strategy taking into account that structure, resilience and resources are fit to take through to the future. Three locality reviews have been carried out from Rhyl, Flint and Wrexham.

Action Action Log 320	Assistant Chief Constable to send Locality Review reports to the Police and Crime Commissioner.
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### **Domestic Abuse**

The Police and Crime Commissioner asked the Assistant Chief Constable why the repeat domestic violence trend was down in week 50, 2017 and asked if this was continuing? The Assistant Chief Constable explained that it is but North Wales Police would like to demonstrate cause and effect in reduction in repeats. The Repeat domestic offender trend is also going down which is good news.

The Police and Crime Commissioner expressed that he would like to commission work for perpetrator interventions, the OPCC Policy Officer is a member of the Sexual Violence Group. The Chief Executive made reference to the VAWDASV needs assessment and regional strategy advising that he had recently attended the board which was a positive meeting chaired by Superintendent Gareth Evans. The Police and Crime Commissioner has suggested a commissioning grant for IDVA's and ISVA's to the strategic board.

Action Action Log 321	Assistant Chief Constable to follow up the meeting with Superintendent Gareth Evans.
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The Police and Crime Commissioner has recently met with George Howarth and Community Rehabilitation Company where excellent work is being carried out. The Assistant Chief Constable recommended Superintendent Gareth Evans look at creating a proposal to put forward.

Action Action Log 322	Superintendent Gareth Evans to create a proposal regarding perpetrators for the next meeting in July.
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### **Modern Day Slavery**

The Police and Crime Commissioner questioned the two PCSO posts requested in the growth bid for Modern Day Slavery and CSE and why they are currently being used as part of the Onyx team. The Police and Crime Commissioner suggested that we may need to re-visit this in the future. There will also be an opportunity to discuss the posts when looking at recruitment for the Victim Help Centre.

## **Serious Organised Crime**

Drug occurrences of the supply and conviction data is more appropriate to sit within Serious and Organised Crime category rather than under general occurrences. In terms of the lower level crime aspects this is now reducing due to placing more emphasis on the supply in production. The Assistant Chief Constable noted that a Chief Inspector is currently looking at this.

Perception of Drug use sits at 27.3% for the 12 months to September 2017, showing a 3.1 pp decrease from the 12 months to June 2017. North Wales Police falls by 2 places to 30<sup>th</sup> nationally, also falling to 8th in our MSG but remaining 1<sup>st</sup> in Wales.

## **Child Sexual Exploitation**

The Police and Crime Commissioner praised the Operational Lenton team and noted that he has recently visited the POLIT Team.

## **Safer Neighbourhoods**

Crime Survey of England and Wales is good currently, the Police and Crime Commissioner would like to keep raising the profile with more publicity through the Forces Corporate Communications Department. The Office of the Police and Crime Commissioner will be scrutinising the engagement plans in the future. The Assistant Chief Constable is in agreement that it is important to engage externally with key stakeholders emphasising problem solving and managing expectations. This will be taken forward once the College of Policing documents have been received.

## **8 CHIEF CONSTABLE'S UPDATE**

The Chief Constable wanted to make members aware of two reviews that are due to be published in May/June which the Health Board are expected to receive a high level of criticism for as well as the Local Authorities in particular Denbighshire & Conwy concerning Safeguarding.

The Chief Constable attended an excellent meeting with the Daily Post Editor and has asked the Assistant Chief Constable and Head of Communications to continue the relationship and move forward. North Wales Police have agreed to do exclusive feature articles with them in the future.

The Chief Constable and Head of Communications as well as the OPCC Media Officer have recently met with ITV with a view to take part in an upcoming fly on the wall documentary regarding County Lines which has been agreed in principle. ITV have suggested filming will be over six to twelve months.

The four Chief Constables have proposed to meet with the former Head of Somerset Communications Department to look at opportunities to commission the Welsh Forces departments moving forward.



## 9 HMIC UPDATE

The Efficiency and Legitimacy report has been received which includes an action plan for all areas that are showing signs for needing improvement as well as national recommendations. The Force is due to have an integrated assessment on all areas taking place between April and July 2019. Involvement has been made on the Thematic Inspection of Counter Terrorism which we are yet to be reported on and awaiting to hear regarding the Hate Crime and Cyber Fraud Inspections.

## 10 USE OF FORCE

The Police and Crime Commissioner questioned the Force's Policy regarding spit hoods. The Deputy Chief Constable advised that the Force do use them when necessary but it has to be proportionate.

Action Action Log 323	Use of Force data figures to be provided at the next meeting in July.
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## 11 CRIME STOPPERS

Currently ongoing debates regarding funding in Wales as we currently fund the Regional Organiser in the North West as this is more beneficial to us due to location. Possibilities of a Tri-Force arrangement are currently being explored with Merseyside and Cheshire.

## 12 WELSH LANGUAGE UPDATE

North Wales Police have been working hard to conform to the Welsh Language standards. The Assistant Chief Constable has chaired the Welsh Language Group and praised the staff's efforts. The Welsh Language Standards have been our main focus over the last 12 months. There are 150 Standards assigned to the Chief Constable. Two are outstanding which will be introduced at the end of September (these relate to standard 119 intranet and standard 125 training process). The Internal Audit Committee has awarded North Wales Police with substantial insurance.

Currently awaiting a report from the Welsh Language Commissioner regarding the Thematic Inspection.

Hoping to launch the Joint Strategy and share good practice with external partners including Welsh Language Commissioner, Welsh Government and Emergency Services at the Welsh Bilingualism Conference on the 21<sup>st</sup> May. The Police and Crime Commissioner asked for an invite to be sent to Mr Dyfed Edwards. The Chief Constable and Police and Crime Commissioner both asked to be sighted on the attendance register.

Action Action Log 324	Head of Welsh Language to send a Welsh Conference invite out to Mr Dyfed Edwards and keep the Police and Crime Commissioner and Chief Constable informed of attendance.
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Continue conversations with the College of Policing ensuring that they are fully aware and understand the needs of the Welsh Forces complying with the Welsh Language Standards offering more through the recruitment processes and internal training processes. The Police and Crime Commissioner has received positive feedback from a College of Policing staff member towards the Welsh language Standards.

The Police and Crime Commissioner wanted to raise concerns regarding the recruitment process through the Adeco Agency in Chester and asked if North Wales Police could perhaps target recruitment in other ways targeting more Welsh Language speakers.

### **13 CIVIL CLAIMS AND EMPLOYMENT CASES**

Report taken as read no questions asked.

### **14 DELIVERY PLAN**

North Wales Police are supporting the Police and Crime Plan for this coming year fundamentally. The measures in developing the plan are travelling in the in the right direction enabling the right questions to be asked. The Police and Commissioner likes to adopt a balanced and pragmatic approach to performance which is helpful and far more qualitative. The Force expressed it is difficult to get a set of measures by asking if we are successful, improving, or if you are good bad or indifferent as an organisation particularly when trying to impact on vulnerability. The process will be to reflect on where we were last year to help with the set of measures for this year and the year ahead.

Following a review of the current outcome measures in the Force Delivery Plan it was identified that there was not enough measures in place to understand short term improvements for each priority.

There are concerns regarding RUI's and if North Wales Police are reacting to the National and statutory guidance. The Chief Constable is due to meet with Chief Crown Prosecutor and bring this to his attention. This is also due to be discussed at the Chief Constable's Council.

The Police and Crime Commissioner queried whether the asset recovery figures will include MDS offences. The Assistant Chief Constable advised that Organised Crime Groups (OCG) will be included under the OCGs section.

The Police and Crime Commissioner also questioned the SNT and PCSO time spent out of police stations and whether we could measure specific times spent on their own ward? The Chief Inspector advised that unfortunately not because SNT's are largely formed on the basis of the districts and will be tasked to what is happening on that day.

The Police and Crime Commissioner expressed that he is keen to continue to have Crime Survey updates from North Wales Police.

The Police and Crime Commissioner highlighted that he is unclear on the benefit of using SharePoint. The Assistant Chief Constable explained that the Force publish a lot of problem solving techniques on SharePoint and having sight of the amount of officers that use this facility it is good for lessons learnt. There has also been a past criticism from HMIC for not sharing good practice across the Force area.

The Police and Crime Commissioner also queried closure notices and after visiting the POLIT team they identified measures of whether more information could be included to provide us with how much information comes from the National Crime Agency.

### **ANY OTHER BUSINESS**

North Wales Police Force Open day will be held on the 15<sup>th</sup> September 2018.

The Office of the Police and Crime Commissioner has currently received 36 bids for the Early Intervention fund. The Chief Executive and Commissioning Officer are due to meet this coming week to review them before the Panel meet on the 14<sup>th</sup> May.

### **CLOSED SESSION**