

## STRATEGIC EXECUTIVE BOARD

17 October 2018

### **PRESENT:**

Arfon Jones, Police and Crime Commissioner  
Stephen Hughes, Chief Executive, OPCC  
Kate Jackson, Chief Finance Officer, OPCC  
Gareth Pritchard, T/Chief Constable  
Richard Debicki, T/ Deputy Chief Constable  
Neill Anderson, T/Assistant Chief Constable  
Richard Muirhead, Director of Finance and Resources  
Guto Edwards, Head of Finance (Assistant Director)  
T/ Chief Superintendent Alex Goss  
John Smith, Deputy Head of People & Organisational Development  
T/Superintendent Sharon McCairn, Corporate Services  
T/Chief Inspector Andrew Griffiths, Force Audit & Inspection  
Rhian Roberts, Policy Officer, OPCC  
Gemma Jennings, Personal Assistant, OPCC

### **1 Apologies**

Ann Griffith, Deputy Police and Crime Commissioner.

### **2 MINUTES**

The minutes of the meeting held on 26 July 2018 were agreed as a true record.

### **3 ACTIONS LOG**

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

### **4 PERFORMANCE UPDATE**

The T/Assistant Chief Constable outlined the key points in the report circulated with the agenda.

## Domestic Abuse

Domestic Abuse is showing improvements in a number of areas. There have been improvements in all areas for this priority.

There has been continued improvement for Record Reviews from the baseline, taken in March 2017, with high levels of compliance. DVPNs at Week 26 have seen a 40.9% increase on DA occurrences where at least one DVPN has been issued. The Audit & Compliance team are carrying out a dip sample of DVPNs to assess their effectiveness.

Action 337	Rhian Roberts to meet with T/CI Andy Griffiths and the Audit and Compliance Team regarding the Terms of Reference for the DVPN DIP Sample.
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## Modern Day Slavery

Modern Day Slavery occurrences remain at a low level. Over the last 12 months 22 (49%) of reported offences have been in relation to domestic servitude, 11 (24%) to facilitate travel, 12 (27%) forced labour and as at September 2018, there were 18 NRM referrals YTD.

The Training Department are devising a Child Criminal Exploitation (CCE) / Vulnerability training course covering Forced Marriage, HBA, Managing Offenders, Modern Slavery, Stalking/Harassment, Adults at Risk, Extremism & Hate Crime, Mispers, CSE, Child Abuse, Domestic Abuse, sex work and FGM. The aim is to roll-out an amended 2 day course in October and November.

## Serious Organised Crime

There are currently 30 Active OCGs, and a County Lines need assessment is in commission.

24 of these OCGs' main criminality is drug supply, and 2 Modern Slavery, burglary, fraud and CSE. A multi-agency steering group has been set up and the first group meeting is next month where the Terms of Reference will be agreed. Pathways into a Serious and Organised Crime local profile is also in commission. North Wales Police analysts are working collaboratively with YJS, Wrexham Local Authority and NPS in the production of the document.

The Assistant Chief Constable informed members that Operation Loot is targeting an OCG based in the Wrexham area which has been highlighted as our first identified exporter of County Lines (supplying crack cocaine and heroin in the Wrexham, Oswestry and Gobowen areas). The Police and Crime Commissioner commended the Officers involved in Operation Loot and would like to see a press release issued to inform members of the public of this good work.

Action 338	The Police and Crime Commissioner asked the Assistant Chief Constable to release a good news story regarding Operation Loot.
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The Assistant Chief Constable also wanted to make the Police and Crime Commissioner aware of recent Twilight burglaries.

## **Child Sexual Exploitation**

Record Reviews Occurrences recorded in May 2018 and reviewed in July had 100% compliance.

As at May 2018 the CSE Strategic Risk Score for contact offences received a medium score, as did Indecent Images of Children. Child Sexual Exploitation intelligence submissions as at September 2018 were 46 Intel submissions which compares with average months in 2017/18 of 100. This is due to Barnardo's not undertaking the return to home interviews.

Positive rape outcomes 1-8 Jan to June 2018, due to recent national performance contact has been made with North Wales Police by other forces to understand the investigation model for rape offences. The Assistant Chief Constable commended Detective Inspector Emma Naughton and her team.

There are currently 180 suspected CSE perpetrators flagged on the North Wales Police system, this includes online and offline CSE.

North Wales Police continue to attend the six regional CSE Panels. Several of these have recently changed, or are in the process of changing, to include missing children, trafficking and criminal exploitation. The Information sharing protocol in relation to these groups and CSE in general is near completion and will be circulated for wider consultation with partner agencies imminently.

A Peer review of the Onyx Team is planned for the autumn.

Since 1st July 2018 there have been 30 online CSE referrals to the POLIT Team.

The Police and Crime Commissioner queried whether North Wales Police could do more working with IICSA (Independent Inquiry Child Sexual Abuse) and if this could be put in place. The Assistant Chief Constable will check on this.

Action 339	Assistant Chief Constable to establish the IICSA roles in relation to Child Sexual Exploitation.
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The Police and Crime Commissioner also queried the Management of Offenders intelligence packages.

The Assistant Chief Constable will ensure the Op Lentern team remain supported with pending office moves to a new location given the proximity of court cases.

## **Delivering Safer Neighbourhoods**

Problem Solving Initiative courses are planned for November where 53 officers and staff will receive training.

The Assistant Chief Constable highlighted that Operation Chowder went well. Op Chowder's aim was to tackle ASB and Crime linked to the homeless population in Bangor. The main focus was to provide services to homeless and vulnerable individuals in and around the Bangor area, with the ultimate aim to reduce crime and disorder, and relieve the pressure of a whole host of services through targeted partnership work.

Also, Operation Peacock, an operation targeting those who utilise caravan parks within Denbighshire as a vehicle to commit crime during their time in North Wales, went well.

The Police and Crime Commissioner questioned the number of RMS searches being carried out on a mobile device and what the involvement of PCSOs was within the operations.

The Police and Crime Commissioner queried the expertise of the external company which was coming to North Wales to deliver the Problem Solving courses and whether North Wales Police could deliver these internally.

The Chief Executive Officer asked whether the illegal activity surrounding homelessness operations are multi agency led or led solely by the police. The Assistant Chief Constable advised it's very much a case by case basis with a focus on problem solving and not solely enforcement.

### **Core Policing Measures**

Recorded Crime showed an increase of 15.8% as of week 27. Increases overall are driven by violence without injury. Within this, increasing crime types are common assault, harassment and malicious communications, partly due to a change in recording practice.

Stalking and harassment is a crime group that is anticipated to continue increasing due to more malicious communications reporting, and additional harassments recorded due to changes in counting rules from April 2018.

Crime Outcomes- for Outcomes 1-8, as at July 2018, we remain in 12th place nationally with 16.4%, placing us 3rd in our MSG and 3rd in Wales.

For the 12 months to August 2018, force satisfaction levels for victim based crime stood at Ease of Contact: 89.7%, Action Taken: 70.3%, Follow Up: 69.0%, Treatment: 86.7%, and Whole Experience: 76.0%.

The average immediate response time is 12.05 minutes, which remains stable despite an increase in the volume of calls.

Operation Darwen is ongoing. However initial figures for the beginning of the new fiscal year show a high level of motorcyclist deaths.

Hate Crime at Week 27 has seen an increase of 28.4%, up from 366 to 470. It is Hate Crime Awareness week this week with high media coverage.

## **Berwyn Report**

The Police and Crime Commissioner's view is that the Ministry Of Justice should now be funding policing at the prison.

The Police and Crime Commissioner noted that he had recently met with the Prison Officer Association which raised concerns about the amount of Prison Officer Assaults at HMP Berwyn that are not being dealt with properly.

The demand at HMP Berwyn is being managed by the Prison Investigation Team (PIT). This team currently consists of one detective sergeant and three detective constables. In support DCI Kelly has also assigned a prison intelligence officer, based at Wrexham police station. Since the inception of the prison the team have investigated a total of 332 criminal reports. The vast majority of these investigations are for assault (123) followed by prohibited items / drugs (108). None of these investigations (including throw overs etc) impact upon district policing as they are all investigated by the PIT. However for the purpose of crime recording they sit under Wrexham Rural crime statistics.

Berwyn Prison has a temporary Governor at the moment. Chief Supt Wayne Jones is due to meet with the senior management team to discuss separating OCG members within the prison. The Chief Constable asked Chief Supt Alex Goss to inform Chief Supt Wayne Jones of our observations.

Action 340	Chief Supt Alex Goss to Speak to Chief Supt Wayne Jones re Berwyn Prison observations.
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The Chief Constable assured the Police and Crime Commissioner that North Wales Police will have enough support in regards to the saving plan from Titan. The Chief Constable will discuss in the ACC Management Board.

## **Stop Search Report**

The Police and Crime Commissioner has concerns regarding core policing and Section 60 searches. The Assistant Chief Constable advised that some of the forces have made an operational decision to go against APP and the National guidance. North Wales Police have seen a decline in most stop and searches.

The Public Encounters Board continues and now has representation from IAG and youth groups. Feedback is offered on the way stop and search is managed and presented.

### *HMIC Areas for Improvement-*

- The force should improve its process for regularly scrutinising a broad range of stop and search data and information, to gain a better understanding of the relationship between

age, gender, ethnicity and the number of stop and search encounter that resulted in outcomes that were linked to the original reason for search.

*NWP have responded in the following ways:*

1. Increase the detail in its Stop and Search Bi-annual report (attached). This is currently with the HMICFRS liaison officer for review.
2. Change the Stop and Search form to allow for the link between original grounds and outcome to be explicit.
3. Refresh the Stop and Search website page to allow for anonymous public feedback.

These actions are complete and are with HMICFRS for comment prior to the AFI being written off.

## **5 FINANCE UPDATE**

The final Statements of Accounts for 2017-18 and the end of year Treasury Management Report were presented to the Joint Audit Committee on the 19<sup>th</sup> of September 2018. The accounts were agreed to be signed.

Current projection based on Period 5 expenditure to date is for an overall underspend at the end of the year of £0.635m. The projection doesn't currently include the use of specific reserves to fund overspend in certain areas as this is not currently required to balance the overall budget, but if necessary these reserves are available to smooth out expenditure in areas such as Ill Health retirements.

The final figures for the 2017-18 Capital Programme have been reported above and in the outturn report. The revised draft Programme for 2018-19 is £13.369m, actual spend is £5,803m at the end of Period 5.

The Director of Finances and Resources discussed the Final Budget Setting plans and wanted to flag pensions to members of the Board.

The Police and Crime Commissioner raised concerns and questioned where the Force are up to regarding the IT and Communications Budget review. The Police and Crime Commissioner has recently met with Directors of the Police ICT Company and noted that they are able to carry out an independent review to ensure that we are spending efficiently and effectively. The Chief Constable asked if the Police and Crime Commissioner had been sighted on the Forces Digital Strategy Plan and suggested that he is comfortable with this first. The Deputy Chief Constable expressed that the Force does share the same views as the Police and Crime Commissioner. The Director of Finances and Resources commented that the Force have also had a Gardener review undertaken.

The Chief Executive will write to the Police ICT Director to arrange a meeting for the Police and Crime Commissioner and Chief Officer Team.

Action 341	Chief Executive will write to the Police ICT Director to arrange a meeting for the Police and Crime Commissioner and Chief Officer Team.
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The Chief Finance Officer queried the Forensics under spend and asked if the Force is comfortable that all other amounts are covered within the projection. The Chief Accountant explained that the company last year was covered separately. The Chief Finance Officer asked if there is a safe guarding process now in place in case of this happening again in the future with any of our suppliers. The Chief Accountant advised not at the moment as the contract has been taken over and is the same as before but will revisit again next time it goes out to tender.

The Chief Finance Officer questioned the sustainability budget and whether the Force has any examples of what they are doing at the Llay Project. The Chief Accountant advised that it will be funded by the Sustainability and Force budgets looking at the lighting, recycled desks etc. If there are increasing costs for additional requirements they will need to look at other budgets to cover any gaps.

The Force is still negotiating with Wrexham Town Council since finding asbestos on site. The Chief Constable has written to the council to try and ensure an interim at the Crown Buildings.

Concerns were raised regarding the new risk of the Police Pension Employer Contributions that will be coming into effect in 2019/20. The Police and Crime Panel will be made aware of this at the December meeting.

### **Manual of Governance**

The Police and Crime Commissioner and Chief Constable are both content and agreed the Manual of Governance.

### **Social Value Report**

Members discussed the report circulated within the agenda.

The Procurement Department have started recording on the Live Contracts Database whether the Tender/Contract includes social value, and whether they were weighted as part of the tender process.

The Procurement department are currently working through ongoing actions and engagement is increasing between the HR Team to ensure that they're working together effectively. The Chief Finance Officer noted that she can see improvements.

## **6 PEOPLE AND ORGANISATIONAL DEVELOPMENT UPDATE**

The Deputy Head of People & Organisational Development highlighted the key points in the report circulated with the agenda.

A workforce planning glide path has been developed that predicts attrition for the next five years for the total workforce, staff, officers, PCSO's and the Special Constabulary. The glide path template developed by NWP has been adopted by the All Wales Workforce Planning collaboration. The benefit of having all Welsh forces complete the template is that we will have a consistent way of measuring all people data, resourcing gaps can be identified as well as resource risks, and best practice can be shared.

Retirement analysis was carried out to provide projections of leavers for the next 30 years to the workforce planning board. The ageing workforce means that there will be high levels of attrition for PCs & Sergeants over the next 15 years; particularly from 2026 onwards based on earliest retirement dates.

The All Wales collaborative e-recruitment solution went live in August 2018. The system has been built in line with police national application forms, making them configurable to the needs of individual forces to help ensure we are recruiting in ways that reflect the communities we serve. The most recent police officer recruitment saw positive results: 739 police constable applications were started, with 631 completed to a basic level. The majority of applicants (86%) who passed the eligibility stage had A levels or equivalent, or a Degree which may provide an indication of the level of demand in relation to the new PEQF.

For the financial year up to 13<sup>th</sup> September 2018, working days lost through sickness increased by 37.3% (+3,106 working days) compared to the same period last year. Increases have occurred in all employee types; however, in terms of percentage increase, PCSOs have seen the largest increase to 1058 working days lost this financial year from 411 for the same period last year (+157.4%) (This is due to three individuals with 40% of the increase).

Occupational Health Unit waiting times for physiotherapy and counselling appointments remain positive; the average waiting time for an initial physiotherapy appointment was 7 days; 10% of NHS patients wait less than a week for an appointment compared to 54% of OHU referees. The waiting time for an initial counselling appointment via Caer/OHU is on average 11 days.

There were 32 critical incidents debriefs arranged from 1 January to 11 September 2018 compared to 34 for the whole 2017 calendar year.

There were a total of 274 reports (A879 –report of an injury (on or off duty) or dangerous occurrence (table 4) compared to 235 reports during the same time period in the previous year.

The NPPF Constable to Sergeants Promotion Process was conducted in December 2017 and as a result there were been 29 successful NPPF candidates.

A value for money (VfM) exercise was undertaken on the training plan and presented at Force Performance day in July.

As at 13<sup>th</sup> September 2018, 37% of the workforce had received an annual appraisal within the last 12 months; 83% had received at least one quarterly review.

The Chief Executive Officer noted that the Workforce Planning Board is clearly a key forum and would like an OPCC Policy Officer to attend the board meetings to observe. The Deputy Chief Constable agreed.

Action 342	OPCC Policy Officer to attend meeting of the Workforce Planning Board.
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The Chief Executive Officer requested an update outside of the meeting with regards to the current sickness figures and the specific action that is being taken by the Force to address these matters.

Action 343	Deputy Head of POD to give further sickness update to Chief Executive.
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The Chief Executive queried on behalf of the Deputy Police and Crime Commissioner if there is enough positive steps being carried out to recruit female police officers. The Chief Executive asked if a further briefing outside of the meeting could be delivered to the Deputy Police and Crime Commissioner.

Action 344	Deputy Head of POD to give a further Female Officer Recruitment update to Deputy Police and Crime Commissioner.
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The Chief Executive Officer asked whether there are currently capacity issues at the training department given the amount of internal and external training plans needing additional resources. The Deputy Chief Constable advised that he is looking at this as part of the Review.

The Policy Officer queried whether there is a link between the increase in the number of the critical incident debriefs and the increase in staff off sick with psychological illnesses. The Deputy Head of POD explained that whilst the number of Critical Incident Debriefs has increased YTD, the number of actual critical incidents hasn't. The increase in such Debriefs demonstrates that NWP is taking the welfare of staff involved in such incidents very seriously and proactively offering support, such as counselling, to those members of staff. The increase in psychological sickness could be, in part, as a result of staff being more willing to state that they're suffering from such illnesses.

## **7 COLLABORATION UPDATE**

### **All Wales**

The All Wales Collaboration e-recruitment system was launched successfully in North Wales Police in August. It has not only made a huge difference to recruitment timescales but also seen a rise in suitable candidates. 195 people have already been booked onto assessment centres. This equates to 31% of total candidates as opposed to 20% in the last paper based process.

### **Workforce Planning**

This is a relatively new process where North Wales Police's workforce planning team is leading on all Wales work.

### **Digital**

All Welsh Police Forces have agreed to work together on the digital public contact strand of Single On Line Home as we have common language requirements. North Wales Police has now allocated a project manager who has commenced the preparation phase.

### **Forensics**

Collaboration has been agreed on an all Wales basis around accreditation for forensic services. North Wales Police is leading on accreditation for forensic collision investigations.

### **Niche/RMS**

The merge date with Merseyside is now live. An operational and communications plan will be in place for the merge date so expert advice and support is readily available in both forces. The date for the final merge with Cheshire is currently 13th January 2019.

### **ANPR**

North Wales Police is in the process of finalising collaboration potentially on an All Wales basis use of ANPR.

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

WAST are leading on scoping a Joint Analytical Intelligence hub. Head of Business Intelligence and Senior Intelligence analyst will be NWP points of contact.

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

North Wales Police have a Gold Group set up for BREXIT and will be working with partners via the LRF to seek to mitigate and contingency plan for all eventualities. An area for concern is the impact Brexit may have on the Port of Holyhead. Business continuity in case of a no deal Brexit is being considered.

The Welsh Government has selected the preferred route for the new road bridge, which will also carry powerlines from the proposed Wylfa Newydd nuclear power station. The plan is to build a new bridge to the east of the existing Britannia Bridge. Work could start in three years time as part of the next stages. Horizon has met with the Civil Nuclear Constabulary and would like to come onto the island approx. 18 months before work is due to start.

The T/Chief Constable will be conducting a formal handover to Deputy Chief Constable Carl Foulkes on Thursday 18<sup>th</sup> October.

## **9 HMIC UPDATE**

The new risk integrated assessment has reduced any increase in demand regarding submitting data again which has been flagged to HMIC.

The Older Peoples Thematic Inspection pre-work will commence in November with the inspection due to take place in February 2019. Chief Inspector Andy Griffiths has been in touch with the College of Policing to see if they would be able to carry out a pre-assessment before HMIC carry out the Inspection.

The FMS 2 template is due to be with Forces by the 31<sup>st</sup> October 2018.

North Wales Police are currently showing 48 recommendations which is a good position nationally.

## **10 STRATEGIC POLICING REQUIRMENT**

Members of the Board discussed the report circulated with the agenda.

## **11 FORCE RISK REGISTER**

Members of the Board discussed the report circulated within the agenda.

The Chief Executive would like to meet with the Chair of the Audit Committee, Director of Finances, Superintendent Sharon McCairn and Kathryn Jones ahead of the next Audit Committee meeting.

Action 345	Chief Executive to organise a meeting with the Audit Committee Chair ahead of the next Audit meeting.
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## **12 ANY OTHER BUSINESS**

Members discussed the Legal reports circulated with the agenda and taken as read.

The Police and Crime Commissioner asked T/Chief Constable Gareth Pritchard whether he was convertible with the policy and T/CC Pritchard agreed he was.

## **CLOSED SESSION**