

## STRATEGIC EXECUTIVE BOARD

31 January 2019

### **PRESENT:**

Arfon Jones, Police and Crime Commissioner  
Ann Griffith, Deputy Police and Crime Commissioner  
Stephen Hughes, Chief Executive, OPCC  
Kate Jackson, Chief Finance Officer, OPCC  
Carl Foulkes, 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  
Superintendent Jane Banham  
T/Superintendent Sharon McCairn, Corporate Services  
T/Chief Inspector Andrew Griffiths, Force Audit & Inspection  
Diane Jones, Commissioning Officer  
Anna Pretious, Environmental and Energy Conservation Manager  
Gemma Jennings, Personal Assistant, OPCC

### **1 Apologies**

Rhian Roberts, Policy Officer, OPCC

### **2 MINUTES**

The minutes of the meeting held on 17 December 2018 were agreed as a true record. A decision notice is needed for the manual of governance.

### **3 ACTIONS LOG**

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

### **4 CHIEF CONSTABLE'S UPDATE**

The OIP consultation has now been finalised and chief officers have signed off the majority of the recommendations to move to implementation at SLT on 15th January 2019. The OIP team will work through the recommendations and retain ownership to avoid demand being placed on the operational end. One of the main changes will be the move to a 4 on 4 off shift pattern on response, which is due to go live in the East of the Force on 1st June. Also, 32 PCSOs will move to PCSI roles to support our detective resource.

The Police and Crime Commissioner requested more information on how the four PCSOs dedicated to the community safety department in the Wrexham area will operate, how the department works and how they will deliver this particular method of deployment.

Action 346	Assistant Chief Constable to inform the Police and Crime Commissioner of requested PCSO information.
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People & Organisational Development is working hard on a 2 year recruitment plan where it is envisaged we will be recruiting approximately 180 officers. Within this plan is an attraction marketing campaign which will target BAME to try and address the imbalance in the workforce representing the communities it serves.

Additionally, a large amount of work is taking place in the SSF to streamline our systems and take both failure demand and waste demand out of the system to make the unit far more efficient.

Plans are underway to hold a Senior Leaders Forum with Chief Inspectors and above and police staff equivalents on 21st February 2019.

An internal stakeholder forum was held on 30th January 2019 as part of the Deputy Chief Constable selection process, comprising 15 members of staff from across the Force.

The DCC interviews will be held on 6th February 2019 and joining the Chief Constable on the panel is Chief Constable Mark Collins from Dyfed Powys Police, Judith Greenhalgh the Chief Executive of Denbighshire County Council, Gill Lewis as an independent member and Stephen Hughes Chief Executive of the OPCC office.

The application window for the superintendents' promotion process closes at the end of this week. A familiarisation event was held on Monday with inputs by the Chief Constable and the Service Leads. The event was very well attended and we could possibly have applications from as many as 5 external and 16 internal applicants. Shortlisting will take place next week with the interviews taking place on 25th and 26th February.

North Wales Police suffered a major IT outage last week which resulted in the loss of network and phone capability for more than 36 hours.

The Director of Finances provided members with the latest update and what action will be taken to mitigate this from happening again and also thanked members of staff who worked long hours.

The Chief Constable will be launching “Get it Sorted” this week for internal members of staff seeking views from front line members of staff.

## **5 PERFORMANCE UPDATE**

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

The overall outcome 1-8 rate is 16.0% which compares well with other Forces across crime categories with the exception of Burglary Residential which is on an upward trend.

### **Domestic Abuse**

As at March 2018 81.3% of domestic abuse court cases were successful, compared to 77.3% during the same period last year. Looking at overall file quality figures, the quality has improved significantly over the last couple of years, from 81.3% in 2016 to 89.2% so far in 2018. Domestic abuse conviction rates across North Wales is in a strong position with overall rates over 80% both in Magistrates and Crown Court. This evidences strong investigative work in domestic abuse cases and support by CPS for such cases.

MARAC continues to be an effective mechanism for victims to be safeguarded.

Additional work with perpetrators is being scoped with best practice seen in Northumbria linked to a Multi-Agency Team Engagement Conference (MATEC) which specifically focusses on perpetrators of domestic abuse.

### **Modern Day Slavery**

North Wales Police are compliant with all reviews. The Modern Day Slavery Unit is working with the researchers in FIB in identifying potential victims of CCE and the unit is circulating bulletins in respect of CCE. North Wales Police have held meetings regarding County Lines with representatives from the MDS Unit, PVPU, FIS, Missing Persons Coordinator and Barnardo’s.

The Modern Day Slavery Unit is in the process of getting the Unseen App on every work phone.

The Unit is also in the process of identifying a permanent reception centre which is progressing well.

Modern Day Slavery Crimes YTD 50, Live Investigations 51, Current Mapped OCGs 1

### **Serious Organised Crime**

North Wales Police have 43 active OCGs. Drug supply is still the main threat.

A “*County Lines Needs Assessment*” was commissioned by the North Wales Safer Communities Board as a result of the Home Office Locality Reviews. The Needs Assessment will result in a multi-agency holistic assessment of the threat posed by County Lines and will inform recommendations. The work has been initiated and SPOCs from identified agencies and organisations are being briefed and tasked. The agreed Terms of Reference and Questionnaire to be completed by the SPOCs will be

delivered in January 2019 with a focus group planned for March 2019 and a draft report to be produced by April 2019.

The Assistant Chief Constable is meeting the OPCC's Chief Executive next week to discuss the Serious Violence Strategy. A Serious and Organised Crime review will be carried out in February.

The Police and Crime Commissioner queried the effectiveness of the NRM Referrals and asked whether the Force could further explore the process locally, with a focus on outcomes for those that go through the system if possible.

Action 347	The Police and Crime Commissioner queried the effectiveness of the NRM Referrals and asked whether the Force could further explore the process locally, with a focus on outcomes for those that go through the system if possible.
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The Chief Executive asked whether the proposed reception centre is Multi Agency or North Wales Police only and what the purpose is. The Deputy Chief Constable explained that this is used for Modern Slavery victims for support and initial contact after an operation has been carried out. The Chief Executive asked if the victim help centre could also be linked into the MDS reception centre.

Action 348	Commissioning Officer Diane Jones to check that the Victim Help Centre is linked into the MDS Reception Centre.
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The Police and Crime Commissioner requested information regarding whether there has been any resolution to the additional member of staff within the Modern Slavery Unit.

Action 349	Assistant Chief Constable to check whether there has been any resolution to the additional member of staff within the Modern Slavery Unit.
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Both the Police and Crime Commissioner and Deputy Police and Crime Commissioner asked what the relationship was like between the Force and British Transport Police.

### **Early Intervention Youth Fund**

The work delivered through this project will be overseen by the Wales Serious Violence Multi Agency Group and managed regionally by the four Serious Violence Prevention Co-ordinators based within each Welsh police force. North Wales Police have filled the position and the post holder has started.

### **Child Sexual Exploitation**

Record Reviews continue to be 100% compliant. Children at risk of CSE: 79, CSE Suspects: 168 (including 70 POLIT flags). North Wales Police's Rape Performance also still remains strong. Current Child Abduction Warning Notices: 23.

## Online CSE Update

There have been 33 Warrants which have resulted in 24 suspects being arrested since 1st September 2018 (none of whom are repeat offenders).

The SAVOU Cohort has increased by 4% since December 2017. The majority of this increase is down to an increase of 6.1% RSOs in our community. The Police and Crime Commissioner asked if there is enough capacity in the budget to manage this increase. The Chief Executive notified the Chief Officers of the withdrawal of funding from HMPPS for the COSA service, circles of support and accountability. The Police and Crime Commissioner advised that the work of the Lucy Faithfull Foundation, and stated that the Foundation may be able to help.

Action 350	Police and Crime Commissioner would like clarity as to whether the Force has capacity to manage the increase in the SAVOU cohort, and what the impact is likely to be.
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## Delivering Safer Neighbourhoods

The Police and Crime Commissioner raised concerns regarding Operation Chowder using PSPOs. The Police and Crime Commissioner asked for information and reassurance on how the Local Inspector plans to approach the Operation. The Chief Constable expressed that we are here to support and help those who are in genuine need and not those who are pretending to be homeless for a business cause.

Action 351	The Police and Crime Commissioner asked for information and reassurance on how the Local Inspector plans to approach Operation Chowder (especially the use of PSPOs).
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The Deputy Police and Crime Commissioner noted, after reading an article by Nazir Afzal, that it would be helpful to receive a breakdown of sentences rather than grouping the total of years received by a group of offenders together, for example "organised crime gang sentenced to 90 years". The Chief Constable explained that he welcomes different views and the group sentencing approach is for media purposes and good news stories.

The Deputy Commissioner also queried the current number of CSE child abduction warning notices (23) and the increase in repeat victims within 12 months. The Assistant Chief Constable commented that the increase in repeat victims is largely down to an increase in female on male sexual offending and the fact that more people are now willing to report.

The Police and Crime Commissioner would like confirmation that the work done by the Force regarding perpetrator interventions is consistent with the work that Dr Cerys Myles, Welsh Government, is carrying out through the North Wales VAWDASV Board.

Action 352	The Chief Executive to meet with CI Jason Devonport to further discuss perpetrator interventions.
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Action 353	The Police and Crime Commissioner would like to understand why male victims of Domestic Abuse have increased more in Flintshire than in any other area. Is this increase as a result of a specific programme of work and what is the force's view on having a dedicated IDVA for male victims of Domestic Abuse?
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The Police and Crime Commissioner also queried the compliance rate with the Victims Code of Practice (VCOP) currently standing at 84% and which element of the VCOP is failing. The Police and Crime Commissioner asked for more information on what is preventing this percentage being higher.

Action 354	The Police and Crime Commissioner would like a further explanation regarding compliance with VCOP.
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Action 355	The Chief Executive requested a copy of the Implementation plan that has been agreed through the Force's Ops Committee.
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The Deputy Chief Constable explained that there is a plan and infrastructure in place regarding problem solving within the Force. There will also be four tiers of training including tactical training, master classes and half a day delivered specifically on problem solving. The Deputy Chief Constable invited the Police and Crime Commissioner to attend any of the classes.

The Deputy Police and Crime Commissioner asked whether partner agencies could also attend the training.

### **Core Policing Measures**

KSIs have increased by 26.2% as at November 2018, up from 206 to 260. There has been an increase in both fatals and serious injuries.

Members of the board received and discussed an EU Brexit Exit Presentation by the Assistant Chief Constable.

Action 356	Arrange fortnightly briefing updates for the Police and Crime Commissioner and Deputy Police and Crime Commissioner regarding Brexit.
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## **6 FINANCE UPDATE**

### **REVENUE BUDGETS 2018-19**

Current projection based on Period 9 expenditure to date is for an overall underspend at the end of the year of £0.557m (compared to £0.635m at the end of Period 5). This equates to 0.38% of the budget, therefore the projection is more or less on budget. The projection doesn't currently include the use of specific reserves to fund overspend in certain areas as this is not required to balance the overall budget, but if necessary these reserves are available to smooth out expenditure in areas such as Ill Health retirements. There are other pressures such as additional ICT equipment for the new Llay building and the replacement airwave units that are currently funded within the capital that could be funded by the overall underspend.

The Chief Finance Officer asked if the £557k underspend included £500k for capital and if we were to use that towards capital funding it would go down to £57k. The Head of Finances confirmed that is correct.

The Chief Finance Officer asked whether she was correct in concluding that since the last meeting the virement from the estates reserve to run building costs is currently £103k. The projected expenditure has therefore reduced by £46k. She further asked whether this virement was necessary. The Head of Finance explained that the amount from reserves was for estates security and maintenance. Reduction in projection may be due to reduced energy costs but he will check the details of the £46k reduction.

Action 357	DFR to check and advice regarding the £46k reduction in projected expenditure referred to.
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The Chief Finance Officer asked whether we could increase the establishment by 30 posts rather than always aim to be 30 posts over establishment. The Director of Finances will look at this as we go into the New Year and discuss outside of this board meeting.

Action 358	The Director of Finances will look at establishment figures and report to the Chief Finance Officer outside of SEB, and prior to the next meeting.
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The Chief Finance Officer also asked if everyone could work together on ways to report progress towards achieving the recruitment plan as the Police and Crime Panel would like to see some progress made in implementing the additionality before the next budget setting.

## **7 RESOURCING UPDATE**

T/Chief Superintendent Alex Goss highlighted the key points in the report circulated with the agenda.

The Deputy Police and Crime Commissioner suggested that the Welsh Language material used to recruit new officers is focused towards attracting male officers, instead of equal to both male and females. The Chief Constable and Chief Superintendent noted this and will make the changes to the

Welsh advertising. They also expanded that this is part of the new positive action strategy, trying to target more equal representation throughout North Wales, and looking at advertising in slightly different ways over the next few months.

The members discussed and formally agreed all of the proposed recommendations.

Action 359	Decision notice required for the £250m to be transferred to the capital budget from this year's budget.
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## **8 COLLABORATION UPDATE**

Programme Managers have been appointed for both the Digital and Workforce Transformation Programmes. The PMO are continuing to build the new Business Change Model, to provide and deliver successful change across the organisation.

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

WAST are leading on scoping a Joint Analytical Intelligence hub. NWP's Head of Business Intelligence and Senior Intelligence Analyst are the Force's points of contact

### **Digital/Single on Line Home**

Currently dividing up the digital projects and forward work planning through the Digital Transformation Programme Board. An agreement has been made to collaborate on Single Online Home and North Wales Police has assigned a project manager who has commenced the project scoping phase leading on an all Wales basis.

### **North West Collaboration Projects**

Since go-live, because of the richer information available to staff, many arrests and better informed decisions have been made that have undoubtedly significantly improved our ability to keep the public safe. Work is progressing well for Cheshire to join the merged Niche on the 10th of February 19.

### **Digital Programme**

North Wales Police now needs to replace or upgrade GPS on around 1,000 terminals as it had planned for new ESN devices in 2019. The airwaves order has been placed.

### **NICHE**

The digital evidence management pilot has now commenced and this will test the entire process from end to end.

### **ANPR**

Currently assessing options around an All Wales Collaboration, this will be balanced around current agreement with Cheshire.



ESN

Airwave terminals need to be allocated to officers by the end of March 2019. The Deputy Police and Crime Commissioner requested an update in a month's time.

Action 360	T/Superintendent Sharon McCairn to brief the Police and Crime Commissioner regarding airwaves in one month.
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## 9 HMIC UPDATE

North Wales Police is scheduled for its integrated PEEL inspection from Monday 29<sup>th</sup> April to Friday 10<sup>th</sup> May for two weeks. A Task and Finish Group has been set up to complete outstanding actions. Positive feedback has been received for the Crime File Review and the Aggrieves Review but yet to hear regarding the SOCA Review that was completed two weeks ago.

## 10 CARE NOT CUSTODY

The number of young people coming through custody has reduced. However, seeking Local Authority secure placements overnight is proving quite difficult as there isn't usually any availability. The Deputy Police and Crime Commissioner would like to see this matter escalating through the Custody Board to the North Wales Safeguarding Children's Board.

Action 361	T/Superintendent Sharon McCairn to escalate accommodation concerns through to the North Wales Safeguarding Children's Board.
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The Deputy Police and Crime Commissioner suggested writing a joint letter from the Police and Crime Commissioner and Chief Constable to the Local Authorities and also discuss through the All Wales Group meetings. The Assistant Chief Constable will firstly discuss with the Welsh Forces what work has previously been undertaken to raise concerns at a senior partnership level and then look at drafting the joint letter.

Action 362	The Assistant Chief Constable to discuss with the other Welsh Forces what work has previously been undertaken to raise concerns at a senior partnership level regarding difficulties securing accommodation for children in custody, and then look at drafting the joint letter.
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## 11 USE OF FORCE

More information is needed in order to scrutinise.

Action 363	Chief Executive to inform the Force what exactly is required for the next
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	Use of Force update.
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## **12 SOCIAL VALUE ACTION PLAN**

North Wales Police have 218 suppliers handling 253 active contracts, 47 of these (21.6%) suppliers are Welsh suppliers handling 52 (20.6%) of all active contracts.

The Deputy Police and Crime Commissioner asked how we ensure the community benefits and that our company suppliers have ethical supply chains.

Anna Pretious gave members an overview of how North Wales Police ensures we are compliant with the Welsh Government Environmental Standards.

## **13 AOB**

No AOB.

**CLOSED SESSION**