

STRATEGIC EXECUTIVE BOARD

1st February 2021

PRESENT via Online/Telephone Call:

Police and Crime Commissioner
Chief Executive, OPCC
Chief Finance Officer, OPCC
Chief Constable
Deputy Chief Constable
Assistant Chief Constable
Director of Finance & Resources
Chief Accountant
T/Chief Superintendent
Head of People & Organisational Development
Federation
Policy Officer, OPCC
Policy Officer, OPCC
Personal Assistant, OPCC

1 Apologies

T/Assistant Chief Constable

2 MINUTES

The minutes of the meeting held on 14th October 2020 were agreed as a true record.

3 ACTIONS LOG

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

4 COVID-19 & FORCE RECOVERY PROGRAMME

The report was taken as read.

5 CHIEF CONSTABLES UPDATE

It was noted that the Force have now had two positive naloxone deployments which in all likelihood saved a life on both occasions. A formal debrief including lessons learnt will be given.

The total Covid-19 engagements are now approximately 13,500 to date with over 450 tickets issued to members of the public within this period.

A piece of work is underway to look at the long impact of Covid-19 and the impact on policing.

The Force currently has the lowest sickness record in recent years.

The opportunity for front line police officers to receive the vaccination will hopefully be coming up very soon, once the Home Office has made a decision. However there is an agreement in place for police officers to receive the vaccination if it is to go to waste. So far 500 front line police officers have received the vaccination.

The confidence survey has shown fantastic results regarding the public's perception and also more widely.

The Chief Constable is the new lead Chief Officer for the Diversity, Ethic's and Integrity Co-ordination Committee for NPCC.

The Chief Constable attended the HASC meeting recently and the four E's approach were discussed, proportionality and disproportionality regarding Covid-19, legislation and regulations and the vaccinations of staff.

6 PERFORMANCE UPDATE

The Assistant Chief Constable outlined the key points in the presentation circulated with the agenda.

Score Card

Current reduction of 10.7% of all crimes. This is currently very good/ stable.

Domestic Abuse

Repeat victims and offenders currently show stability although there were increases in repeat offending following easing of the original lockdown.

The proportion of reported crimes that result in multiple crimes being recorded has increased since the original lockdown.

The Force have been working closely with the Third Sector agencies to distribute help and advise to members of the public during lockdown.

Survivors Advising Services (SAS) first meeting whereby survivors will be invited to attend and submit feedback is to be held in February 2021. Thereafter, the meeting will be held every quarter with a view to identifying learning for all partners.

Domestic Abuse Matters training for all staff facilitated by Safelives has been agreed to commence in June 2021 to allow for face to face training.

PVPU Bitesize virtual training sessions have continued throughout the last quarter with attention given to Controlling and Coercive behaviour.

A further 'Make the cut' event was held in November 2020. VAWDASV is seeking to secure funding to enable further roll out across Wales using the North Wales Police model.

The Chair asked why the recent Domestic Abuse Review was not included within the report and asked whether the Investigative Standards Board's review looked into why Body Worn Video isn't utilised in more Domestic Abuse incidents. The Chair stressed the importance of utilising BWV in such instances to ensure all opportunities for evidence led investigations are maximised. The Assistant Chief Constable had commissioned following a couple of high profile cases. The results of the review have only recently gone to the Chief Officer team and have only been reported to the Investigations Standard Group and Senior Leadership Team for operational discussions. The use of Body Worn Video is mandated nationally.

Modern Slavery

Three Modern Slavery and Trafficking Risk Orders have been carried out during the current 12-month period.

The Assistant Chief Constable has requested a review to understand whether all Modern Slavery prosecution opportunities being sought have been actioned.

The Chair requested a briefing on Operation Blitz.

Action 436	The Assistant Chief Constable to brief the Chair regarding Operation Blitz.
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The Chair commended the figures and STROs.

The Chief Executive Officer noted that setting up the Vulnerability and Exploitation Board has been challenging but really pleased with the progress made and level of engagement.

The Deputy Chief Constable also expressed his gratitude to the Chief Executive Officer.

Organised Crime

Highly successful results for North Wales Police and partner agencies within the region disrupting some huge criminality.

Prevent

Community Engagement continues across each of the districts including the use of virtual engagement due to Covid-19.

A POP plan instigated following a number of high value frauds involving hotels and business premises across the region.

POP Plan in relation to an individual causing high levels of demand relating to ASB, public order, low level violence and drug dealing.

During the last quarter (Oct – Dec 2020) 138 individuals have been referred to the Checkpoint scheme.

The Assistant Chief Constable commended and expressed her thanks to Superintendent Helen Corcoran.

The Chair queried whether Checkpoint is involved within the multi-agency female case conference pilot that is being developed in Wrexham to support female offenders with complex needs and help reduce their offending. The Assistant Chief Constable is going to confirm this and update the Chair in due course.

Action 437	The Assistant Chief Constable to confirm if the Checkpoint navigators are linked in with or joined where they need to be on the Multi-Agency Female case conference pilot.
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Sexual Abuse

North Wales no longer has the highest level of sexual offences, being third highest in England and Wales.

Positive feedback from the recent HMIC inspection including effective relationship with CPS, initial response is prompt and effective, skilled investigators responsible for rape investigations. A joint action plan is now in place with the CPS to further improve the effectiveness of the rape response.

Prevent work is ongoing with Bangor University to improve the response from staff at the location when students are reporting being victims of sexual assault.

Economic Crime Unit

The unit is now live. The Assistant Chief Constable suggested that both her and the Chair visit in the future when the lockdown restrictions ease.

Action 438	The Assistant Chief Constable and Chair to visit the ECU once restrictions are lifted.
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Stalking and Harassment

There has been a new change made nationally to the way Stalking and Harassment is now recorded.

7 FINANCE UPDATE

The projection at the end of Quarter 2 was for an under spend of £1.393m, the current projection at the end of Quarter 3 is for an under spend of £1.422m.

CSR is expected to take place this year and continue over the next three years.

The precept proposal is going to the Police and Crime Panel tomorrow with an £14.94 increase in Council Tax (matched Home Office assumption).

The Annual Audit letter formally completes audit for the previous year with a positive opinion on scrutiny and value for money from the Wales Audit Office.

External Training u/s estimated at £0.8m, proposing to put £0.5m if this in the Training Reserve.

Energy projected £0.123m under, combination of price, usage and efficiency.

COVID-19 additional costs £1.9m, funded from Grants, MI reserve and the existing budgets.

Capital under review as part of planning cycle and assessing the effect of COVID-19 on 2020-21 spend.

Budgets will formally be allocated in the normal way before the start of the New Year.

The Chief Finance Officer asked if any consideration had been given to keep some funds back for ESN. The Chief Account confirmed that this is a possibility and suggested discussing in more detail towards the end of the year.

8 RESOURCING UPDATE

The Deputy Chief Constable highlighted the key points in the report circulated with the agenda.

Currently ahead of target and in line with the budget, the key focus is to complete delivery of the PRP growth posts last year and building the priority plan for recruitment for 21/22 based on Operation Uplift & FMS.

There is a high level of abstractions due to members of staff who are either on duty restrictions or undeployable. This is currently the area of focus for the HR teams over the next couple of months; extra capacity has gone into the OHU plan to allow this work.

In total there were 64 posts in the budget this year funded through PRP or the Precept growth. 56 of those posts have been filled and the remaining posts are:

- There were no successful applicants for the PVPU and Amethyst DC roles so Chief Superintendent Gareth Evans is reviewing how he can redistribute AIDES to allow the posts to be filled.
- The IOMU Sgt post is being scoped ready for recruitment to begin.
- The 4 Surveillance Posts are currently delayed to Covid-19 restrictions in place on the assessment of candidates for that post as that is currently done by GMP/Merseyside.

PC Recruitment Plan

There are two intakes planned for the remainder of 20/21

- 18 in January
- 18 in March

The Operation Uplift growth for 21/22 is 62 Officers and taking into account the current headcount position along with predicting leavers and transferees the total PC recruitment target for next year of 134. The provisional intake dates are:

- 40 in April 2021 (will be a split dual intake so could go into May)
- 22 in June 2021
- 30 in September 2021 (this intake will be made up of 18 Special Constables on a dedicated programme and 12 Direct Entrant Detectives)
- 24 in January 2022
- 18 in March 2022

There are other recruitment campaigns which support the overall PC & Operation Uplift numbers:

- Special Constable Recruitment – there will be 3 intakes of 24 in the year (February, June & November).

The recruitment window for 12 Direct Entry Detectives who will be starting in September will open on the 15th February. In addition to Direct Entry Detectives the Force will look at a Fast Track programme which will be open to people who complete year 1 of their PEQF.

Growing well through Operation Uplift rather than just growing, this is prompting the Force to look at how they can shape the workforce in the future and look at new programmes being developed e.g. Part Time Officers, job changers, fast track programmes to look at bringing in specific skills.

North Wales Police are changing the way they look at recruitment into the Special Constabulary and having four entry routes including PC Pathway, Degree in Policing Pathway, Generic Pathway, Specialist/Bespoke Pathway. The first cohort of Specials joining as police officers on the PC Pathway will join in September 2021 and the recruitment window for that opened on the 25th January 2021.

They have also nominated themselves as a trial Force for the SC PEQF entry route with the intention that their first intake during that route will be in September 2022.

They have started looking at an approach to how they pull together entry routes for Youths and tie up the work that is happening in the community specifically Constable 912 and Birth of a Leader. This work will look at being able to ensure that opportunities we are giving young people. There is some initial work being scoped across All Wales for the new Apprenticeships that the Government has launched.

The BAME Development Programme has been agreed in principle, now developing the content and looking at procurement of suppliers.

As part of the Talent Strategy which has been developed, the Force has engaged with Coleg Cambria and Llandrillo College to prioritise development of CPD opportunities for Police Officers and Staff.

Workforce Representation

Two BAME Officers started in the Jan 2021 intake which was 11% of the intake, those numbers will be reflected in the January POD Dashboard.

In terms of gender mix it is close to a 50/50 mix.

31% of applicants at pre-employment checks are Welsh Speaking and 25% of applicants from the January 2021 campaign are Welsh speakers.

General Update/Workstreams

OHU Transformation all areas of the Force have been invited to be involved in the College of Policing Peer Review which is looking at the OHU offer to Force moving forward. The TIAA audit in OHU has been received which has identified key areas to work on.

Currently within the final stages of a procurement process for a medical records system.

An all Wales Pension Hub will launch within the next three months which provide a dedicated pensions Service for Officers and Staff and will be led by Dyfed Powys Police.

There is a roadmap agreed for reviewing ten of the main policies/procedures which will help support the People Priorities.

The team continues to build on the Welfare Offer that launched a trial of the new approach to welfare risk assessments last January. The Greater Manchester Police model is also launching a joint approach with St Michaels Lodge to provide support to Officers at risk of vicarious Trauma.

A way forward for delivering mindfulness and yoga has been agreed through the Police Care Grant within Covid-19 Guidelines.

Working alongside with the Federation Association regarding the launch of the Benevolent Fund with St. Michaels Lodge.

The Annual Performance Review window has now opened.

Grievances

An update was provided on current grievances.

Staff members are trying to raise awareness of ED&I to Line Managers and promote a more supportive culture for those suffering with mental health issues or physical disabilities with a task & finish group to be arranged.

Police Federation of England and Wales Pay and Morale Survey 2020

The survey was a positive report from North Wales Police and focused on the four areas of COVID-19, 20000 Uplift, Pay and Remuneration and Morale.

In relation to all indicators regarding morale, officers in North Wales Police were more positive than the national average. Indicators included personal and force morale, public attitude towards police, recommend joining, fair treatment and intention to leave.

Positive indicators of morale have improved from 2019 to 2020 for example the percentage of officers who stated that there is low or very low force morale has decreased from 80% in 2019 to 53% in 2020.

The top three reasons given for low morale are pay, treatment by public and pensions.

North Wales Police's Wellbeing Team lead a Healthy Finances work stream and maintain a really informative share point site covering specific aspects of finance blue light card discounts, financial surgeries, gambling, pensions, money advice service, police mutual, policy for financial difficulties.

The Wellbeing Team have arranged for Police Mutual to deliver virtual inputs in relation to finances in February 2021. This will be supported by Money Advice Service.

9 COLLABORATION UPDATE

Digital/Single on Line Home

All Single Online Home services across Wales are now active and transition from legacy force websites is complete. Functionality was delivered over six weeks commencing with Road Traffic Incidents on 28th October, Crime Reporting on 4th November and Information Request Services.

Nice Investigate - Digital Evidence Management

This project is successfully completed pending the outcome of a post implementation review.

Digital Workplace

The future vision of agility has been aligned with the Estates Strategy and principles on the practical approach to deliver agreed.

Excellent progress has been made in deploying laptop devices out to force staff members and all final remaining laptop devices (final few hundred) will be deployed by March.

The Force will continue to plan to rationalise estates working with the Recovery Programme and in future manage any new requests for accommodation to see how we can adopt a more agile approach.

Automation/ Robotics

North Wales Police have drafted an automation strategy which sets out key principles to optimise the application of Automation technologies with the over-arching aim being to enhance efficiency and effectiveness.

The aim of any Automation collaborations would be to minimise duplication whilst maximising the synergies wherever possible.

Management Information Data Warehouse

The Project Mandate was approved at the Digital Transformation Programme on the 11th November. Limited progress has been made during the reporting period due to Project Management resource availability. A dedicated resource is expected to join the project in imminently.

The balance score card has been a success however slightly more work is needed regarding the data going to the dashboard and this will be a priority.

Emergency Services Network

The main focus is costs which will be further discussed in due course further to the Police and Crime Panel Meeting.

Digital Intelligence & Investigation Programme

Main updates during this period include the implementation of Magnet Automate within the Digital Forensics Unit which will assist the automation of computer and device data extraction.

A progression of the Chorus Analytical Platform Business Pilot which is now stated to commence in January. This will pilot new capabilities to analyse communications data from multiple digital devices in complex cases and recover online evidence.

Workforce & HR Transformation

Flu Vaccinations programme was conducted over a 6-week period with 900 vaccinations conducted at two different sites. A further 60 vaccinations were administered on the 7th Jan to complete the vaccination programme.

West Coast Collaboration (previously Tri Force Collaboration)

The Tri-force Niche BAU Support Team went live on the 1st of October 20. This will expand to cover all four forces when Dyfed Powys joins the shared platform.

The Force continues to plan for a review of the Criminal Justice Post Charge Process to find opportunities for collaboration.

The on-boarding of Dyfed Powys to the shared Niche platform was originally planned for mid to late 2021 but it is likely to be delayed. It is too early to be specific about the full implications or how much of a delay this will be.

Prevent

The prevention review was presented to the Chief Officers and Service leads last October and has continued to progress through the budget setting process.

The Chair commended the Single on Line Home system and asked when this can be shared with the media. The Chief Constable will update the Chair when he is able to share publically.

Action 439	The Chief Constable to check when Single Online Home is able to be shared publically.
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10 HMIC UPDATE

The HMICFRS Inspection in relation to Sensitive Intelligence will take place during week commencing 22 February 2021.

There is a new liaison officer also now in post. He is currently working with other forces to prepare for their PEEL Inspections and will divert his attention to North Wales during 2021.

Two AFI's have been brought to the attention of the review team and work is ongoing to show improvements to HMICFRS. They are Use of Force and Stop Search.

The Chair asked if officers were aware of the use of force changes. The Assistant Chief Constable confirmed everyone is fully aware with no issues.

The Chief Executive asked if the Chief Inspector is able to please help collate data needed towards the Police and Crime Commissioner's annual report.

Action 440	Chief Inspector to help collate data towards the Annual Report.
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11 EQUALITY, DIVERSITY and INCLUSION

The Deputy Chief Constable gave a detailed presentation explaining that this is currently an area of focus for the Force due to HMIC identifying some cross cutting themes.

The direction is set by the NPCC Diversity, Inclusion and Equality Strategy. North Wales Police also have a joint strategy in place with Police and Crime Commissioner's office.

A new governance structure has been agreed to include a Strategic EDI Strategic Board (Gold), a Tactical EDI (Silver) and the Task and Finish Groups (Bronze).

The current team has undertaken a review and a new Chief Inspector has been appointed to support the work.

A new strategy map has also been developed to increase equality, diversity and inclusion in our departments. This is due to be rolled out this week.

A Senior Leadership Forum has been arranged for the 16th March to focus on what has been achieved over the last six months.

12 EU EXIT

The Chair expressed his concerns regarding an economic hit for North Wales and will have an impact on policing in due course. The Chair asked whether the loss of the lense tools has had a detrimental impact on North Wales European and arrest warrants and asked for an update in the next three months.

Action 441	The Assistant Chief Constable to brief the Chair regarding powers and policy and whether North Wales has suffered any detrimental impact as a result of EU exit.
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13 RISK REGISTER

There are currently seven high risks that are being managed.

14 AOB

The Director of Finances and Resources noted that the disclosure issue raised recently have now debriefed and lessons learnt were discussed.

Meeting closed