

STRATEGIC EXECUTIVE BOARD

14th October 2020

PRESENT via Online/Telephone Call:

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

1 Apologies

T/ Chief Superintendent
T/Chief Inspector Force Audit & Inspection
Head of MI
Head of Change and Collaboration

2 MINUTES

The minutes of the meeting held on 26th May 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 T/Assistant Chief Constable reported that we currently have four local health protection areas in the Force. In addition, Bangor now has a ward protection area, and discussions are taking place in Gwynedd and Anglesey.

The Assistant Chief Constable continues to Chair the SCG with everyone performing well.

A North Wales Police Led Enforcement Group has been created to bring all of the external partners together to work in co-operation towards licensed premises and universities.

Each County has a surveillance group with a test, track and trace element in place to help manage any out breaks and target certain areas.

Sadly the infection rate continues to rise in all local areas.

The Force has an excellent stock of PPE Equipment.

A new vision has been set for agility plus a new way of working of how the Force will potentially look in the future. The T/Assistant Chief Constable will brief the Chair separately in more detail of direction of travel outside of the meeting.

Action 417	The T/Assistant Chief Constable to brief the Chair of the Force's new agile working vision.
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The Force is also looking to adapt the Welfare Support for members of staff working from home.

A survey has recently been undertaken regarding how North Wales Police reacted to Covid-19 which over all was positive.

5 CHIEF CONSTABLES UPDATE

It was noted that the Home Office data requirements have been received and will be forwarded to the Chair and Chief Executive Officer for their information.

Action 418	Home Office Data Requirements to be forwarded to the Chair and Chief Executive.
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The Chief Superintendents process has recently taken place and the Chief Constable congratulated both Chief Superintendents.

Challenges are arising regarding Criminal Justice, multi handed trials and the ability for the court service to be aspirational. There is an NPCC National Criminal Justice Summit coming up to enable the Chief Constables to discuss this issue further.

The Assistant Chief Constable and North Wales Police leads have undertaken an excellent piece of work regarding the Dog Review alongside Cheshire Constabulary. The Chief Constable suggested the Chair to be briefed in more detail outside of the meeting.

Action 419	Assistant Chief Constable to brief the Chair in further detail regarding the Dog Review.
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Two excellent engagement events have taken place within the Force regarding Diversity with the main focus being race. Both days proved positive and any areas found to need a little bit more work will result in an action plan to deliver a way of moving forward. The team will brief the Chair in more detail once the action plan is in place.

Action 420	North Wales Police to brief the Chair in more detail of the action plans from the Diversity Engagement days.
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Nationally Student Officers have recently had the deployment of tasers authorised due to our ever growing younger workforce. Under certain criteria North Wales Police will now open up this opportunity.

The Chair queried whether certain types of Use of Force, such as compliant use of handcuffs, is still required to be recorded by officers. The Assistant Chief Constable confirmed that this is no longer a requirement.

6 PERFORMANCE UPDATE

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

Domestic Abuse

Current reduction of 7.5%.

Whilst the Force remain committed to providing a quality service to victims, there will be a renewed focus on Perpetrators in future. The Chief Executive confirmed this would also be the case for the multi agency Vulnerability and Exploitation Board.

Increases in repeat victims and reductions in repeat offenders are evident since the easing of lockdown restrictions.

Operation Encompass is live across all six local authority areas. The benefits of the scheme have been noticeable over the summer holidays when traditionally the service would have been paused.

The 'Daily MARAC' pilot commenced in February and is now live across the force. Engagement at the meetings is positive and demand within the monthly MARAC's is manageable. A dedicated Inspector responsible for all MARAC's is now in place ensuring consistency across all local authorities.

The Domestic Abuse Matters face to face training is currently on hold due to the pandemic but hope this will be back up and running in April 2021.

The Chief Executive Officer noted reflecting on the VAWDA SV Board and their work carried out over the last 12-18 months providing excellent work for victims but it has been a difficult challenge regarding perpetrator interventions. The focus remains within the Vulnerability and Exploitation Board but needs more of an operational input to ensure the needs are met by the services being commissioned.

The Chair welcomes the new change in focus towards perpetrators.

The Chair noted at the last Police and Crime Panel meeting the panel members asked for the figures regarding stalking & harassment and violence without injury due to the increase. The Assistant Chief Constable explained that this is because it's now split and separated out into a separate entity which is why you start to see an increase. The Chair asked for a further briefing on this.

Action 421	The Assistant Chief Constable to brief the Chair on the Stalking & Harassment figures and the Stalking Prevention Orders.
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Modern Slavery

Recorded MDS crime is 15% up on last year and NRM referrals are increased by 24% suggestive of increased awareness and improved response.

Issue of first STRO in Wales highlighted within national practice / guidance to support future applications.

The Chair noted the decriminalisation of prostitution and the fact that of the last two operations carried out; none of the victims were able to co-operate with North Wales Police due to no evidence. The Chair asked if there was anything more the Force can do to send out a message to increase public confidence. The Assistant Chief Constable will discuss further with Chief Superintendent Gareth Evans.

Action 422	The Assistant Chief Constable will discuss the public confidence message further with the Chief Superintendent.
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The Chair asked if the Assistant Chief Constable can breakdown the types of Modern Slavery to assist at the next Police and Crime Panel meeting.

Action 423	The Assistant Chief Constable to send the Chair a breakdown of the Modern Slavery Trends.
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The Chair also asked if the Force could look into the NRM outcomes specifically with children with expectations of a child protection conference. The Chief Executive Officer will discuss this with the OPCC Policy Officer Lead and then discuss further again with the Force.

Action 424	The Chief Executive Officer to discuss NRM Outcomes with OPCC Policy Officer Lead and discuss further again with the Force.
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Organised Crime

Excellent results for all of the teams and working relationships within the region.

The Chair asked whether there are any capacity issues with POCA due to the recent demand. The Chief Executive Officer has asked for the last three years of POCA data.

Action 425	The Assistant Chief Constable to send the Chief Executive Officer POCA data for the last three years.
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Prevent

The short term increase in recorded crime is a return to normal levels following a decrease during lockdown.

The focus will be to work with external agencies for an early prevention and divert away from the Criminal Justice System.

A business plan will be discussed within the Prevention Board.

We are approaching 12 months since Checkpoint Cymru went live. The OPCC office would like to formally request that the Force consider bringing Checkpoint into their business as usual function subject to an independent evaluation of the programme. .

The Force will approach Durham Constabulary to carry out the review which will focus on the outcomes delivered and if it is delivering value for money. The Chief Constable is happy to undertake the review and agree a terms of reference.

Action 426	The Force and Chief Executive to agree a terms of reference for a review of the Checkpoint Scheme.
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Sexual Abuse

The purpose and focus will be on perpetrators and the perpetrator Pathway.

The Chief Executive Officer noted the Police and Crime Panel have champion roles to take the lead on the strategic priorities and Finance. At the last meeting the Chair suggested dividing the VAWDA

SV Lead having one for domestic violence and one for sexual abuse. The Assistant Chief Constable confirmed they would assist with any help/briefings they may need.

The Chair asked for the Online Offending data to be categorised as well as more frequently. The Assistant Chief Constable receives monthly reports.

The Chief Constable noted the Force have carried out three deep dives regarding sexual offences to help understand why North Wales have such a high rate of sexual offences.

Action 427	The Assistant Chief Constable will prepare a briefing for the Chair regarding the categorised data in more detail (rape, online and CSE).
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7 FINANCE UPDATE

The draft Statements of Accounts 2019-20 were produced by the statutory deadline of the end of May 2020, and the final Statements of Accounts were signed off following the Joint Audit Committee meeting on 5 October. There were no changes to the bottom line figures from those reported to SEB on 26 May 2020. This allowed £1.743m to be allocated to the Capital Reserve and other committed expenditure to be earmarked as set out in the previous report.

The revenue budgets for 2020-21 were agreed at the Police and Crime Panel at the end of January 2020. Budget allocations were sent to the budget holders by the Chief Constable before the start of the financial year. The allocations included the 62 Uplift Police Officer growth and 23.6 staff post growth allocated as part of the planning process.

The projection at the end of Period 3 was for an under spend of £0.774m, the current projection at Period 5 is for an under spend of £0.787m. However there are a number of variances on individual lines which are explained below. Operation Uplift and COVID costs are included, as well as costs which are funded from earmarked reserves.

The overall projection for both Officer and Staff pay is £0.022m under budget, with the total budget being £133.704m.

Non-COVID MI expenditure is low up to Period 5 amounting to £0.028m on existing Operations. It is assumed within the projections that the total budget of £0.4m will be spent by the end of the year, in the event that it is not the balance could be used to reinstate the amount used for COVID from the MI reserve. The General contingency of £0.400m is fully committed.

At the last SEB meeting in May estimated additional costs for COVID to the end of July were £1.143m with proposals to fund these from the Major Incident Reserve £0.725m and existing budgets £0.280m

Capital Budgets

The 2019-20 outturn Capital figures of £6.374m against a budget of £9.176m were reported at the last SMB. Appendix B gives a draft Programme for 2020-21 including carry forward from 2019-20 where appropriate. This gives a total budget for 2020-21 of £12.618m, however the COVID lockdown period has had an effect on the Capital spend to date and the 2020-21 Programme needs to be reviewed with the budget holders to re profile and re prioritise if necessary to give a realistic draft for 2020-21 as well as informing the planning cycle for future years.

2021-22 planning round is progressing well and has been designed in a way which will deal with the uncertainty around funding and uplift allocations.

The VCC Workshop budget is £2.870m, estimate of £1m 2020-21 and £1.870m 2021-21 subject to the following: The lease on Unit 57 on Deeside Industrial Park expires in June 2022 and the proposal is to relocate the Force's Vehicle Commissioning Centre and Workshop into a more central location and acquire a freehold building to reduce the long term revenue costs associated with this facility.

The Chair asked whether the team will need to review the VCC Workshop and possibly stay where we are. The Finance and Resources Director explained that the figures are still viable to move and will brief the Chair in more detail in due course.

Action 428	The Director of Finances and Resources to brief the Chair in due course regarding the VCC Workshop Relocation.
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The Deputy Chief Constable highlighted that they have recently met with the Cheshire Constabulary Chief Officer team as The Joint Firearms Alliance is affected by the relocation of the VCC.

The Chief Finance Officer commended the Finance team for preparing and updating the accounts in good time, and making changes to ensure they can more easily understood.

The Chief Finance Officer asked how the team see the Estates going forward with more members of staff now working from home, which will enable a smaller estate, but Operation Uplift might require an increase. The Director of Finance and Resources responded that Operation Uplift means there is a need to utilise the assets we have in the most effective way. Covid-19 has provided an opportunity, in that it shows that with the improvements in technology, this has given us a better digitally way of working and the recovery team are also looking at a more agile and flexible way working. Therefore, it is projected that there will be no need to increase the size of the estate as a result of Operation Uplift.

8 RESOURCING UPDATE

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

The Deputy Chief Constable commended the team, Federation and Staff Associations on their hard work.

The current total budgeted strength is over what North Wales Police predicted at the start of the year and that is predominately driven by getting ahead for next year with Operation Uplift and an increase in transferees. This position will be reviewed when we know what our Operation Uplift allocation will be for 2021.

Operation Uplift has been delivered for this year and the transferees have really supported this.

Detective resilience remains a challenge but this is the case across most Forces. Moving forward will be our own Direct Detective Entry Scheme which will be advertised in the New Year, going live in September 2021.

The PRP Growth table within the report is articulated by colours red, amber and green to show that the Force are running on track. The Major Crime Team hasn't yet started the recruitment process but planning to start this in January 2021.

The Chief Executive Officer commended the work of the team as it gives much clarity.

The Deputy Chief Constable suggested meeting with the Chief Executive Officer to discuss what support is needed for the Police and Crime Panel ahead of the precept meeting in January 2021

Action 429	The Deputy Chief Constable to meet with the Chief Executive Officer to discuss support for the Police and Crime Panel in more detail.
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There are two intakes planned for the remainder of 20/21 having 18 in January and a further 18 in March.

Operation Uplift plan for 21/22 is being reviewed and will be confirmed when we know what numbers we will be allocated.

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

- PCSO Recruitment with 16 due to start in October
- Special Recruitment – last intake was in June and working towards next intake in January.

North Wales Police have started looking at an approach to how we pull together entry routes for young people and tie up the work that is happening in the community e.g. Constable 912. This work will look at being able to ensure that opportunities we are giving young people will result in a realistic job opportunity at the end of the program.

The Chief Executive Officer asked for a copy of the Talent strategy.

Action 430	The Deputy Chief Constable and the Head of POD to present the Talent
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Recently there has been excellent positive action work carried out with regards to Quality and Diversity engagement with minority communities with members who might be interested in joining North Wales Police (Seven BAME candidates recently recruited within the July recruitment process).

Workforce Transformation Program is progressing to plan and there have been some key deliverables landed in the last quarter:

- * The first intake of PQEF Officers happened in September
- * OHU Transformation, some key progress made in areas such as utilising technology but the main focus has been on identifying and managing the risks that have come to light in the department
- * North Wales Police have won an Oscar Kilo award for the Prostate Cancer Screening Programme and that has continued with a further screening day at the start of October
- * Currently in the process of delivering a program of Flu Jabs across the Force.

The Force is now in the final stages of the Pensions Hub project with an anticipated launch in February next year. This has already started to see some improvements in ways of working around IHR.

Following agreement at the POD Strategic Group North Wales Police has launched a project to review our Grievance & Appeals policy and ways of working. The proposal to review the policy and ways of working is on the back of a review that POD did in October 2019.

Chief Inspectors and Inspectors Promotions are in process with the Sergeants and Chief Superintendents just finishing. An evaluation will be carried out to see if this is a suitable new way forward.

Sickness levels currently remain low.

Starting to look at the Job Evaluation System and agreement was given at the POD Strategic Group to launch a project to review a new approach. A meeting is planned at the end of October to discuss an approach with Unison.

The Chair queried the measurement of the Welsh Language levels within the Force (level 4 & 5 considered to be fluent and 1, 2 & 3 learning). The focus this time for grouping slightly differently is to try to show the balance more.

Federation expressed thanks to staff from the OPCC office for their thorough work through the grievance processes and welcome the ongoing scrutiny.

The Chief Executive Officer also thanked the Federation Association and the Head of POD for the hard work and efforts.

The Chief Executive Officer asked if he could meet with the Deputy Chief Constable and the Head of POD to discuss the OHU Risks in more detail.

Action 431	The Deputy Chief Constable and the Head of POD to meet with the Chief Executive to discuss the OHU Risks in more detail.
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9 COLLABORATION UPDATE

Digital/Single on Line Home

The business case for the Forensic Automation of Computer/Device Data Extraction (Magnet Automate) was approved for the Digital Forensics Unit in Crime Services.

Current activity is focused on our evaluation of the Chorus Suite and commencing a six week trial of Public Sonar with FIS and i24 from October 2020.

Nice Investigate - Digital Evidence Management

The Nice Digital Evidence Management solution project is now complete.

Body Worn Video

This project has now completed and a formal post implementation review has been submitted and approved.

Command & Control Replacement

Short, medium and longer term options for the replacement of the Hexagon ICAD system were agreed at the last Strategic Management (SMB) Board in May. Since that time, the vendor Hexagon provided confirmed pricing which exceed revenue estimates by an annual figure of around £600k. In total the updated costings indicated the upgrade to cost £1.9m capital for deployment and an expected £900k revenue cost per annum which was viewed as unacceptable to progress without a wider evaluation of options including 'On Premise' as opposed to 'Cloud' technologies and collaborative possibilities with Wales and North West.

This work was transferred to a Gold Structure to progress.

Emergency Services Network

Activity on ESN has progressed during the period most notably the installation of coverage testing devices in seven vehicles and the arrival of hand held devices to test coverage in critical operational locations.

Coverage testing activity will continue throughout this and the next financial year.

National Enabling Programme

The Technology Pilot for the NEP and Office 365 Platform will commence in October and is expected to run until November.

Agile & Digital Workplace

Vision of a future Digital Agile Workplace has been agreed at SLT by the Chief Constable on the 9th September. Options are being prepared as to the level of agility that can be achieved including what personas people would fit into, how the building space could look and how it could be used.

Single On Line Home (SOH) / Digital Public Contact

Since the last update, All Wales Collaboration challenged the national programme regarding technical and quality issues encountered. This resulted in a revised deployment plan to allow for full testing of all services prior to launch and committal to the s22 agreement and formal contract.

Dialogue is ongoing with the national Programme on launching services from December onwards into the New Year.

West Coast Collaboration (previously Tri Force Collaboration)

From Thursday 1st October, Tri-Force Niche Collaboration will be known as West Coast Collaboration.

The change of name will allow the collaboration to include our colleagues in Dyfed Powys who will be on-boarding to our Niche platform towards the end of October 2021.

The WCC held a workshop late in September 20 to review all current functions and business areas to identify opportunities for collaboration between us Cheshire, Merseyside, and Dyfed Powys, and is exploring opportunities for robotics. This is likely to include Data Quality in Niche in the first instance but with potential to also look at Intelligence processing, Information flow into Control Rooms and possibly Criminal justice Processes.

Work has just begun to look at early scoping of the Criminal Justice Post Charge File Build to establish opportunities and any benefits that could be gleaned.

The WCC is still heavily involved in managing the day to day work of the BAU Teams including the upcoming upgrade to version 6 of Niche currently planned for October 20. This version of Niche will bring with it the Forensic, and Missing from home Modules.

SPoC Collaboration (NWP & Cheshire)

North Wales Police is taking the lead for the SPOC collaboration, with the Superintendent being the Senior Responsible Owner on behalf of the two forces.

OIP

The last area to be formally closed is the occurrence management review.

The Chief Constable feels it would be beneficial for the Chair and Chief Executive Officer to receive the presentation on collaboration from Supt Paul Jones

The Chair asked for ongoing updates from the Chief Superintendent regarding the Command & Control Replacement.

Action 432	Chief Superintendent to give the Chair ongoing updates regarding the progression of the Command & Control Replacement.
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The Joint Audit Committee has also raised this as an action.

10 HMIC UPDATE

Members thanked the Chief Inspector on all of his hard work. A new CI will be the post holder.

North Wales Police has recently submitted documents and a self-assessment in relation to the COVID-19 pandemic to HMIC.

North Wales Police will be subject to a thematic rape inspection commencing 26th October. It is a joint inspection with the Crown Prosecution Service.

There are currently four inspections being carried out at the moment nationally by HMIC.

11 Children and Young People Policing Plan

The Chair commended the report for being very detailed and clear.

The Assistant Chief Constable noted that there are no issues to raise.

12 Care Not Custody

The number of S136 detainees continues to be low and use of police custody is scrutinised for each case via the multi-agency Section 135/136 Strategic Monitoring Group.

The Force has undertaken a deep dive recently with the Equality Data by Ethnicity.

The Chair asked for a briefing regarding the data deep dive (disproportionality and Stop & Search).

Action 433	The Assistant Chief Constable to brief the Chair regarding the recent data deep dives.
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The Independent Custody Scheme has currently been suspended due to local restrictions of Covid-19.

13 SPR

The report was taken as read.

14 FCIN

The FCIN Section 22a Agreement

Work with the Association of Police and Crime Chief Executives (APACE) on the draft of the Sec 22a agreement has established a good understanding of initial concerns. By working closely together we have incorporated both APACE amendments and all the remaining feedback from Forces and Police and Crime Commissioners nationally. This means the Force will re-issue the final copy for signature on the 15th October with a request to sign and return the Agreement by the 3rd November.

The Assistant Chief Constable will brief the Chair and Chief Executive Officer separately regarding support needed.

Action 434	The Assistant Chief Constable to brief the Chair and Chief Executive Officer separately regarding FCIN support.
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Validation Testing in October

During October there is a huge collective effort to complete all of the first scope validation testing at the Elvington Airfield, NEC, Snow Dome and Humber Bridge sites. These tests are vital in demonstrating a rigorous scientific basis to our standard operating practices and providing confidence to the Forensic Science Regulator (FSR) and UKAS that the Force's techniques are grounded in solid science. This will be a two year programme.

The FCIN Regional Managers and Regional Technical Managers have now been recruited and have started in the majority of areas from 1st October.

The Force is keeping a very close eye on all the developing guidance & regulations and will develop contingency plans should that change over the coming weeks and months.

15 RISK REPORT

The report was taken as read.

16 ORGANISATIONAL PLANNING

Slight uncertainty which has led us to an agile flexible approach this time around. Growth should be linked to the key strategic issues:

- Prevention & Proactivity
- Scalable technology to manage demand
- Wellbeing
- Recovery

The Force is now in a position to present the saving allocations and where the uplift will be best placed.

17 BLM

An initial round table discussion has taken place in Force to expose potential issues specifically into race and ethnicity. Each area was asked to provide a SWOT analysis enabling North Wales Police to provide and facilitate an 'online' workshop environment which will both motivate and equip the Senior Managers with developing their plans.

The Chair asked if the review of the Diversity Unit had been completed by T/Superintendent Simon Barrasford. A dedicated team is working on the diversity & engagement and another team working on workforce representation.

The Chair noted concerns around the unconscious bias affects of algorithms within the Force. Perhaps cohesive powers and quality impact assessments across all of the policies could be highlighted. This is due for discussion at the SLT beginning of November.

18 CIVIL CLAIM AND EMPLOYMENT CASES UPDATE

The report was taken as read. It was also noted this is also monitored through the Joint Audit Committee with lessons learnt.

The Chair asked to meet with the Director of Finances and Resources to discuss the lessons learnt further.

Action 435	The Director of Finances and Resources to meet with the Chair regarding the lessons learnt from civil claims.
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Meeting closed