



North Wales Police and Crime Panel

Thursday, 7 March 2013 at 2.00 pm
Bodlondeb, Conwy

AGENDA

1. **Apologies for absence**
2. **Declarations of Interest: Code of Local Government Conduct**
Members are reminded that they must declare the **existence** and **nature** of their declared personal interests.
3. **Urgent matters**
Notice of items which, in the opinion of the Chairman, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.
4. **Minutes** (Pages 3 - 14)
To approve and sign as a correct record minutes of the previous meeting.
5. **To consider reports by the North Wales Police and Crime Commissioner:**
 - a) **Periodic Update from the Police and Crime Commissioner**
(verbal)
 - b) **The North Wales Police and Crime Commissioner's Police and Crime Plan** (Pages 15 - 39)
6. **To consider the draft Forward Work Programme for the North Wales Police and Crime Panel** (Pages 40 - 43)

7. Proposed Schedule of Meetings for 2013/14

Proposed Dates:

Friday, 12 April 2013 @ 10.00 am – provisional date for confirmation hearing for Chief Finance Officer
Tuesday, 4 June 2013 @ 2.00 pm
Monday, 9 September 2013 @ 10.00 am
Monday, 11 November 2013 @ 10.00 am
Monday, 16 December 2013 @ 10.00 am – provisional, dependent on the deadline for the precept
Monday, 20 January 2014 @ 10.00 am
Monday, 17 March 2014 @ 10.00 am
Monday, 19 May 2014 @ 2.00 pm

Membership of Panel

Cllr William Knightly (Chair)
Cllr Glenys Diskin (Vice-Chair)

Conwy County Borough Council
Flintshire County Council

Cllr Amanda Bragg
Cllr Bill Cowie
Cllr Terry Evans
Cllr Chris Hughes
Cllr William T. Hughes
Cllr Charles Jones
Cllr Colin Powell
Cllr Gethin Williams

Flintshire County Council
Denbighshire County Council
Wrexham County Borough Council
Conwy County Borough Council
Ynys Mon County Council
Gwynedd County Council
Wrexham County Borough Council
Gwynedd Council

Patricia Astbury
Timothy Rhodes

Independent Co-opted Member
Independent Co-opted Member

NORTH WALES POLICE AND CRIME PANEL AGENDA ITEM 4

Wednesday, 19 December 2012 at 10.00 am
Bodlonddeb, Conwy

PRESENT: Councillor William Knightly Conwy County Borough Council (CCBC)
(Chair)

Councillor Amanda Bragg	Flintshire County Council (FCC)
Councillor Bill Cowie	Denbighshire County Council (DCC)
Councillor Glenys Diskin	Flintshire County Council (FCC)
Councillor Terry Evans	Wrexham County Council (WCC)
Councillor Chris Hughes	Conwy County Borough Council (CCBC)
Councillor Charles Jones	Gwynedd Council (GC)
Councillor Gethin Williams	Gwynedd Council (GC)

Officers: Ken Finch Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council
Richard Jarvis Solicitor – Conwy County Borough Council
Sali Morris Administration Assistant – Conwy County Borough Council

11. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Colin Powell and William T Hughes.

12. **DECLARATIONS OF INTEREST: CODE OF LOCAL GOVERNMENT CONDUCT**

In the interest of transparency the Strategic Director (Democracy, Regulation and Support), (Conwy) declared that he is currently still the Interim Chief Executive, Office of the North Wales Police and Crime Commissioner.

13. **URGENT MATTERS**

None.

14. **APPOINTMENT OF CO-OPTED INDEPENDENT MEMBERS**

The North Wales Police and Crime Panel was presented with the recommendations from the Interview Panel on 29 November 2012.

The Interview Panel had met to interview four candidates for the two positions of Independent Co-opted Members on the North Wales Police and Crime Panel and considered that Mrs. Pat Astbury and Mr. Timothy Rhodes to be the most suitable candidates.

RESOLVED-

That Mrs. Pat Asbury and Mr. Timothy Rhodes be appointed as the Independent Co-opted Members on the North Wales Police and Crime Panel.

(The meeting ended at 10.15 am)

NORTH WALES POLICE AND CRIME PANEL

Wednesday, 19 December 2012 at 10.30 am
Bodlonddeb, Conwy

PRESENT:	Councillor William Knightly (Chair)	Conwy County Borough Council (CCBC)
	Patricia Astbury	Independent Co-opted Member
	Councillor Amanda Bragg	Flintshire County Council (FCC)
	Councillor Bill Cowie	Denbighshire County Council (DCC)
	Councillor Glenys Diskin	Flintshire County Council (FCC)
	Councillor Terry Evans	Wrexham County Council (WCC)
	Councillor Chris Hughes	Conwy County Borough Council (CCBC)
	Councillor Charles Jones	Gwynedd Council (GC)
	Timothy Rhodes	Independent Co-opted Member
	Councillor Gethin Williams	Gwynedd Council (GC)
In attendance:	Anna Humphreys	Interim Deputy Chief Executive (Office of the North Wales Police and Crime Commissioner
	Mike Parkin	Director of Finance and Resources (North Wales Police)
	Winston Roddick	North Wales Police and Crime Commissioner
Officers:	Ken Finch	Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council
	Richard Jarvis	Solicitor - Conwy County Borough Council
	Sali Morris	Administration Assistant - Conwy County Borough Council

15. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Colin Powell and William Hughes.

16. DECLARATION OF INTEREST: CODE OF LOCAL GOVERNMENT CONDUCT

In the interest of transparency the Strategic Director (Democracy, Regulation and Support) (Conwy) declared that he is currently still acting as Interim Chief Executive for the Office of the North Wales Police and Crime Commissioner.

17. URGENT MATTERS

None.

18. **MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2012**

The minutes of the meeting of the Shadow North Wales Police and Crime Panel held on 13 September 2012 were submitted for approval.

RESOLVED-

That the minutes of the Shadow North Wales Police and Crime Panel held on 13 September 2012 be approved as a correct record.

19. **TO CONSIDER THE REVISED TERMS OF REFERENCE**

The Panel was presented with the revised Terms of Reference in light of the comments, observations and queries made at the meeting on 13 September 2012 and reference was made to *the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012*.

The Strategic Director advised that some changes to the Terms of Reference may still be required in the light of the Regulations. He suggested that, subject to the appropriate legislative powers being approved by the UK Government, delegated authority be given to the Strategic Director (Democracy, Regulation and Support) (Conwy) in consultation with Conwy's Solicitor and Chairman to make minor changes to the Terms of Reference. If major changes were to be made then the Panel would meet in order to agree the changes.

All Members of the Panel would be kept informed of any changes made.

RESOVLED-

(a) That the revised Terms of Reference be approved and adopted by the North Wales Police and Crime Panel.

(b) That, subject to the appropriate legislative powers being in place, delegated authority be given to the Strategic Director (Democracy, Regulation and Support) (Conwy) in consultation with Conwy's Solicitor and the Chairman to make minor changes to the Terms of Reference, with the Panel being informed of any changes.

20. **TO CONSIDER CORRESPONDENCE RELATING TO CO-OPTIONS FROM THE HIGH SHERIFF OF CLWYD AND THE WCVA**

The Strategic Director (Democracy, Regulation and Support) (Conwy) presented the Panel with correspondence he had received from the High Sheriff of Clwyd and the Wales Council for Voluntary Action in relation to co-option onto the North Wales Police and Crime Panel.

Members considered the requests and felt that other voluntary groups may also wish to be considered. It was suggested that interested groups present to the Panel in order to assess their suitability for co-option.

The Panel considered that the application from the High Sheriff may need further consideration as there were 2 Offices (Clwyd and Gwynedd) to consider and each High Sheriff is only in post for one year. It was felt that it would take more than a year to fully understand the role of the Panel.

RESOLVED-

- (a) **That the voluntary sector be explored in terms of interested parties for co-option, and that the matter be discussed at a future meeting of the North Wales Police and Crime Panel.**
- (b) **The application in respect of High Sherrif(s) also be considered at a future meeting of the North Wales Police and Crime Panel.**

21. **FORMULATING A POLICE AND CRIME PLAN**

The North Wales Police and Crime Commissioner (The Commissioner) gave a comprehensive summary of his activities in his first few weeks of office and advised the Panel that in accordance with Chapter 3, Section 5 of the Police Reform and Social Responsibility Act 2011 ("the Act"), Police and Crime Commissioners were required to issue a Police and Crime Plan ("the Plan") as soon as practical after taking office, with a statutory deadline of the 31 March 2013.

The Commissioner had communicated with the public through the press. The public had been invited to read the press statement and to make suggestions directly to the Commissioner's Office.

The Interim Deputy Chief Executive (Office of the Commissioner) explained that information from the public and stakeholders would help to formulate the Plan. An agenda of places that the Commissioner would be visiting would be circulated.

The timeline for considering the Plan was very tight and information would further information would be provided on request.

The final deadline for the Plan was 11 March 2012.

The Commissioner also answered a number of questions, not otherwise covered in his presentation, from Members of the Panel to confirm that he regarded the role as being full time and that he was well experienced in managing potential conflicts; he had not yet determined if a Deputy Commissioner would be appointed and that he would advise the Panel if an appointment was planned; the posts of a Chief Executive and Chief Finance Officer for his Office were required under the Act and the Communication Officer was required to support the Commissioner's role; their roles and duties had been considered and were advertised at levels of remuneration that were considered to be commensurate with the roles and duties. It was also noted that the Declaration of Interest would be published on the Commissioner's web site.

RESOLVED-

That the approach to formulating a Police and Crime Plan be supported

22. **PRESENTATION ON THE POLICING PRECEPT AND FINANCE FOR THE POLICE SERVICE**

The Panel received a presentation on the Policing precept and finance for the Police Service from the Director of Finance and Resources (North Wales Police).

The presentation highlighted the following:

- Cuts made to the budget in the years 2011 – 12 and 2012-13.
- Revised cuts in budgets 2011-12 to 2014-15.
- Cuts taken in to account for the 2013-14 budget.
- Budget Risks such as Government funding and Council Tax increase not yet known.
- Use of reserves and estimates as at 31 March 2016.
- The overall Police Grant for 2013-14 was being announced as the Panel took place and therefore it was not possible to take this into account in respect of the current financial plans.

RESOLVED-

That the presentation be noted

(The meeting ended at 12.00 pm)

NORTH WALES POLICE AND CRIME PANEL

Monday, 21 January 2013 at 10.00 am
Bodlonddeb, Conwy

PRESENT:	Councillor William Knightly (Chair)	Conwy County Borough Council (CCBC)
	Patricia Astbury Councillor Amanda Bragg Councillor Bill Cowie Councillor Terry Evans Councillor Chris Hughes Councillor Charles Jones Councillor Colin Powell Timothy Rhodes Councillor Gethin Williams	Independent Co-opted Member Flintshire County Council Denbighshire County Council Wrexham County Borough Council Conwy County Borough Council Gwynedd Council Wrexham County Borough Council Independent Co-opted Member Gwynedd Council
In attendance	Winston Roddick Anna Humphreys Mike Parkin	Police and Crime Commissioner Office of the Police and Crime Commissioner Office of the Police and Crime Commissioner
Officers:	Ken Finch Dawn Hughes Richard Jarvis Tegwen Williams	Strategic Director (Democracy, Regulation and Support) – CCBC Senior Committee Services Officer – CCBC Solicitor – CCBC Translator - CCBC

23. **APOLOGIES FOR ABSENCE**

None received.

24. **DECLARATIONS OF INTEREST: CODE OF LOCAL GOVERNMENT CONDUCT**

Councillor Bill Cowie declared a personal interest in Minute 27 – Budget and Precept Setting Report 2013/14, as he is a retired Police Inspector, who is in receipt of a Police Force pension.

25. **URGENT MATTERS**

None.

26. **PERIODIC REPORT BY THE POLICE AND CRIME COMMISSIONER**

As agreed at the last meeting of the Police and Crime Panel, the Police and Crime Commissioner (PCC) provided Members with a periodic report on his work activities since the last meeting.

The Commissioner's work activities included the following:

- Learning about the policing services and building relations with partners, staff and the Chief Officer of the North Wales Police. An effective relationship with these groups was critical to carry out the Commissioner's functions, such as the delivery of the Police and Crime Plan and the development of policing policies.
- Launch of a Call for Evidence – an invitation was sent to the people of North Wales to assist the PCC in the drawing up of the Police and Crime Plan. The PCC urged the Press, who were in attendance at the meeting, to remind the people of North Wales, that this was their opportunity to inform him of what was important to them in relation to crime and policing and why.
- Other wide ranging work included:
 - Becoming Chair of the Safer Communities Board
 - Approving arrangements for the recruitment of independent members to the Audit Committee
 - Agreeing the draft budget and proposed precept
 - Reviewing statements and information in relation to the Call for Evidence
 - Conducting interviews for the appointment of Chief Executive for his office
- Visits to officers and police stations and Victim Support Offices to learn about their work in Wales with victims and witnesses
- Several meetings with various individuals and bodies, including the National Farmers Union.
- Media Interviews – the public face of the police was now much more visible and the accountability was very real.

The Commissioner informed Members that his Police and Crime Plan would be a Plan for the people of North Wales, and the overwhelming message from the electorate was they wanted to see more police officers on our streets. In order for the Plan to proceed on that basis, the budget and proposed precept had been devised in order for the PCC to deliver that mandate.

27. **BUDGET AND PRECEPT SETTING REPORT 2013-14**

The Strategic Director (Democracy, Regulation and Support) for Conwy County Borough Council provided Members with clarification on the Panel's responsibilities in relation to setting the precept.

Members were informed that they could only veto the proposed precept once and by the required majority of at least two thirds of the persons who were Members of the Panel at the time when the decision was made.

If the Panel chose to veto the proposed precept, a report to the Commissioner must include a statement as to the reasons why the precept had been vetoed.

It was agreed that workshops be held for Members of the Panel to look at the forward work programme, areas of concerns and issues in relation to legislation.

Following clarification of the role of the Panel, the Commissioner presented Members with a report on the proposed Policing Precept Level

and a report from the Office of the Police and Crime Commissioner for the Budget and Precept 2013/14 to 2016/17.

In order to ensure security in the home and safety in public places, the PCC proposed a Policing Precept of £62.124m for 2013/14, an increase of 3.47%, which equated to an increase of 3.98% on the Council Tax, an additional 17p per week for Band D households.

This proposed increase would enable an additional 51 Police Officers to be funded and increase the Officer Establishment from 1417 to 1468, which would enable greater options to focus on reducing crime through preventative measures and reducing harm to communities. The Police and Crime Plan would set out in more detail how the PCC intended to achieve this.

The PCC reported that during the budget setting process his team had examined all areas of the force expenditure to ensure that the proposals balanced the need to keep taxation as low as possible, whilst providing the force with the resources required to fulfil his electoral pledges.

In response to queries relating to tackling countryside crime and safety from domestic violence, the PCC informed Members that during his campaign he had visited rural communities who had definite concerns and were affected by specific types of crime. It was the Commissioner's intention, if the proposed precept was approved, that officers would be deployed to address these concerns. Similarly, the PCC had requested that a dedicated rape team be set up to ensure that results in this area improved.

The Interim Chief Finance Officer (CFO) reported that, under the Local Government Act 2003, he was required to comment on the suitability of the information used as the basis for budgetary decisions. The CFO confirmed that the figures in the various reports were the products of procedures that had continued to be operated to the highest professional standards and therefore the information was fit for purpose.

The CFO also informed Members that £4.634m in savings had been identified for 2013/14 and the Commissioner had decided that the best way forward for the service, would be to reinvest £1.776m of these savings into front line officers.

The PCC confirmed that he had considered a lower increase in the precept, particularly in the current financial climate. However, the PCC reiterated that the purpose of his policy was to reach the streets, the countryside and home, with the aim of security and safety in these places. An increase of just 0.57% (equating to an increase of 17p per week) in the budget would provide additional officers and also offered value for money to the people of North Wales.

The Panel considered the report in detail and discussed the following issues:

- The deployment of the 51 Officers – the PCC confirmed that this was an operational matter for the Chief Constable to discuss with his responsible officers of the three divisions in North Wales. In addition,

these would be supplemented by Police Community Support Officers (PCSOs) and Police Specials.

- The accuracy of the Police and Crime Panel – the PCC confirmed that the Plan was evidence based and the PCC's priorities also mirrored those of the Chief Constable.
- The CFO confirmed that the recruitment of an additional 51 Police Officers was not to replace those officers who had retired/left the Force and would increase the Officer Establishment to 1468.
- Anomalies between the salaries for Police Officers and PCSOs and the consequential on-costs.

Reference was also made to the affordability of the Medium Term Financial Plan (MTFP) and the planning assumption of 4% going forward, which was linked to the expectation of a 3% reduction in grants. Whilst the MTFP provided Members with the plans for balancing the budget for future years, it did not commit the Panel to a Council Tax increase of 4% going forward. The CFO also confirmed that there was a requirement for the Force to identify £6m in savings for future years, which should not impact on any Council Tax increase.

The meeting adjourned at 11.35 am
The meeting reconvened at 11.50 am

(Note: The PCC and Officers of the Office of the Police and Crime Commissioner left the meeting whilst Members considered whether to accept the PCC's proposals in relation to the precept.)

The Strategic Director (CCBC) provided further clarification on the PCC's proposals and reiterated that the PCC was looking for approval of a precept in the amount of £62.124m.

Whilst Members were concerned at the proposed increase in the precept, particularly as only a 1% increase was required to balance the budget, they acknowledged that the Commissioner had been elected by the people of North Wales and had a manifesto to deliver in order to achieve his election pledges.

Members agreed that they should support the Commissioner and his proposals in relation to the policing precept for the reasons outlined below:

- The Commissioner had been recently elected and had a mandate to deliver on behalf of the people of North Wales.
- The Panel acknowledged that the setting of the precept and the adoption of the Police and Crime Plan were not currently aligned and the Plan was yet to be published, however the Panel would expect the Plan to set out the details of how the Commissioner intended to achieve the electorate's mandate.
- The Commissioner was accountable to the North Wales Police and Crime Panel, who would monitor the activities and actions of the PCC going forward, following this decision.
- Whilst the Panel acknowledged that North Wales had one of the highest Council Tax levels, the area was also one of the safest in the country.

- The Panel noted the Medium Term Financial Plan, however it did not commit to the planning assumptions of a 4% increase in Council Tax for future years.

The Panel also requested that the £1.777m in savings, which had been identified for reinvestment in the recruitment of an additional 51 Police Officers be ring-fenced for that purpose. The Panel also requested that the Police and Crime Plan indicated how these additional Police Officers would be deployed in North Wales.

The Strategic Director (CCBC) confirmed that he would produce a report to the Commissioner, on behalf of the Panel detailing their recommendations in relation to the precept for 2013/14.

RESOLVED-

- (a) That the precept of £62.124m for 2013/14, an increase of 3.47% be approved for the reasons highlighted above.**
- (b) That the £1.777m of the savings identified be reinvested in 51 additional front line Police Officers and that these savings be ring-fenced for that purpose only.**
- (c) That the Medium Term Financial Plan, which outlined a possible increase of 4% for each year to 2015/16 based on an estimated grant reduction of 3% be noted; however the Panel does not commit itself to these assumptions for future years.**

28. CONFIRMATION HEARING FOR THE APPOINTMENT OF CHIEF EXECUTIVE OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER

A report relating to the proposed appointment of the Chief Executive by the Police and Crime Commissioner was tabled at the meeting.

The Strategic Director (CCBC) informed Members that the Panel was required to hold a confirmation hearing in respect of the Chief Executive of the Office of the Police and Crime Commissioner.

There was a requirement to hold the hearing in public, where the candidate was requested to appear for the purposes of answering questions relating to the appointment. Following the hearing, the Panel was required to review the proposed appointment and make a report to the Commissioner on the appointment.

The Panel was requested to consider the proposed appointment of Anna Humphreys as the Chief Executive of the Office of the Police and Crime Commissioner North Wales and to formulate a recommendation to the Commissioner in that regard.

The Commissioner informed Members of the criteria he had used in determining his nomination for this statutory post and believed that Ms. Humphreys had met those criteria.

Members acknowledged that Ms. Humphreys had considerable experience in delivering the statutory duties of the Police Authority and had vast knowledge of community safety and partnership work from her time with Gwynedd Council and later with the North Wales Police Authority.

Reference was made to the salary for the Chief Executive, and in response the Commissioner reported that the salary had been advertised circa £75k and he had yet to agree a salary for this post.

RESOLVED-

That it be recommended to the Commissioner that Anna Humphreys be appointed as the Chief Executive of the Office of the Police and Crime Commissioner North Wales.

29. TO CONSIDER RE-ARRANGING THE DATE OF THE MEETING IN MAY 2013

Members were requested to re-arrange the date of the meeting in May 2013, in order for each Local Authority to determine their nominated Members of the Panel at their Annual Council Meeting.

AGREED-

That the date of the meeting in May 2013 be rescheduled to 4 June 2013 @ 2.00 pm.

(The meeting ended at 12.20 pm)

**The North Wales Police and Crime
Commissioner's Police and Crime Plan**

'Security at home; safety in public places'

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Introduction by the Police and Crime Commissioner

In November 2012, I was elected as the first Police and Crime Commissioner for North Wales. In that role, I am the public's representative in its dealings with North Wales Police. One of my key responsibilities is to set the strategic direction for policing in North Wales. The purpose of this Police and Crime Plan is to explain how I propose to do that. It explains my police and crime objectives, what financial and other resources I shall make available to the Chief Constable, the means by which the Chief Constable will report to me on his provision of policing, and how his performance of these objectives will be measured.

As a Police and Crime Commissioner, my overriding duties are to deliver an efficient and effective police force which clearly demonstrates value for money and, above all, cut crime. Achieving these aims would reassure the public that they are safe in their homes and in public places. In deciding on my police and crime objectives, I have kept these duties constantly in mind. The relationship between the Police and Crime Plan and the police budget will be of the highest importance, and in considering how to ensure that they are linked I have also kept in mind the fluctuating nature of demands, capacity, and capability, and that these are directly affected by budgetary constraints.

The duration of the Plan will be 5 years but I shall review it at regular intervals in light of changes to the Secretary of State's guidance and any other material changes of circumstances.

The Plan is intended to be a strategic document but I propose that there be an action plan below it which apart from giving expression to the strategies will enable me to measure delivery of the Plan's objectives and to hold the Chief Constable to account for delivery. When read with the Plan, the action plan will provide a core mechanism for driving improvements in a clear and accountable way. It should not contain any more detail than is really necessary to enable managers to identify and focus on what they need to do. Together, the two documents will serve to communicate my intention to the public, partners, the Police and Crime Panel and other stakeholders. This Plan respects the operational independence of the police, advising what in strategic terms they need to achieve but not how they should achieve it.

Although the Chief Constable and his officers are a primary audience for the Plan, my aim is to place stakeholders, users of the service, and beneficiaries at the heart of it. My intention is that it will provide the public, including partner agencies and victims of crime, a clear understanding of what they can expect from the police service and the commissioner.

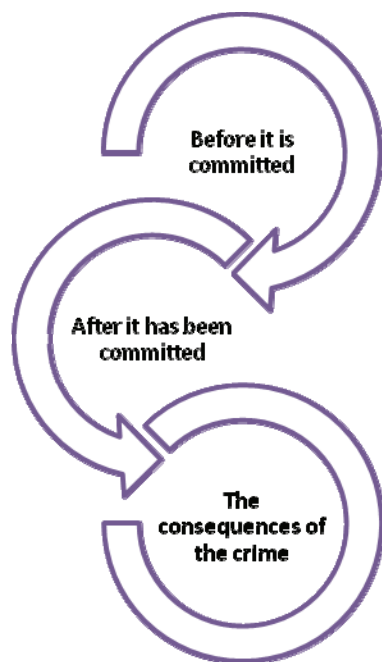
In preparing the Plan

- I have sought the views of the public;
- Taken into account the demographic and geographical makeup of the different parts of North Wales including the wide variations in population and the particular vulnerabilities of isolated areas;
- Considered the known demand for policing and other related services;
- Had regard to advice on how to achieve value for money;
- Co-operated with criminal justice bodies and partners;

- Made provision to ensure that the Chief Constable and I fulfil our duties with regard to equality, diversity and the Welsh language;
- Consulted with the Children's Commissioner and had regard to the need to safeguard and promote the welfare of children;
- Considered how I can support both victims and witnesses of crime;
- Had regard to the Home Secretary's Strategic Policy Requirement;
- Considered my role as outlined in the Policing Protocol Order 2011 and the Police Reform and Social Responsibility Act 2011;
- Had regard to the Secretary of State's guidance and codes of practice;
- And taken into account of the views of the Chief Constable;

The other core standards on which the policing requirements of this plan are centred are human rights, sustainability and professional standards – and these will be cross-cutting themes throughout the Plan. I have also taken into account my election manifesto which the public supported during the election.

Broadly speaking, there are three stages to a crime and each one has a cost element and consequences for the community and the individual.



Before the Crime is committed: Prior to the crime being committed there is an opportunity to disrupt, divert or prevent it, whether through visible policing, social or other community support mechanisms

After the Crime has been committed: the cost is that of investigating the crime, arresting and charging the suspect, cost of remands, cost of the trial process and the cost of administering and applying the sentence whether it be custodial or non-custodial.

The consequences of the crime: the consequences for the victim and his/her community may take the form of emotional, physical and/or financial harm. The simple truth is that if the crime is not committed none of the costs or suffering that relates to the second and third stages will be incurred, and that is why I believe

in the prevention of and the reduction of victim based crime. It makes good sense, therefore, to invest in preventing the crime.

Since the election, I have been learning about the organisation which I am now charged with governing and listening to people's views about it, especially how they benefit from the service delivered by the police, how they think it could be improved, and their key concerns about crime in North Wales.

Part of the background against which I have prepared this Plan and its objectives is the significant reduction in victim based crime which has been achieved recently. I congratulate the Chief Constable

on that achievement and I also acknowledge the contribution to this by our partners and communities. I have consequently adopted the strategic objectives which account for this success.

During the election period, I spoke to many hundreds of people at various public places. The overwhelming majority of these expressed strong support for the five aims I described in my manifesto:

- increase the visible presence of the police;
- security at home and safety in public places;
- work with the Chief Constable and officers to ensure the best police service;
- reach out and build partnerships inside and outside the criminal justice system;
- be accountable to the public for every penny spent and every decision made.

If there is one thing missing from those manifesto commitments it is express recognition of rural crime. I learnt of the extent of that class of crime after I drew up my manifesto and during my many visits to the animal markets and my meetings with farmers and their union representatives. I have specifically requested the Chief Constable to create an operational delivery plan to address rural crime.

There is no doubt in my mind as to the high priority given by the public at large to having more police officers on the front line. Nor can there be any doubt that the visible presence of the police deters crime, reassures the public, and reinforces its links with the police.

I have been informed by the Chief Constable that considerable thought went into the current four policing priorities and that these were “worded as they were so as to make their intention clear”. They are

- reduce crime and anti-social behaviour that impacts on our communities;
- protect people and reduce harm;
- provide quality service that delivers confidence within our communities;
- promote a well led, organised and skilled workforce.

He has also drawn my attention to the findings in a recent survey that the workforce understands what is required of it. I have no doubts about the validity of these points. Although Parliament has transferred to the commissioners’ responsibility and the authority to set the police and crime objectives, it could not possibly have intended that the commissioners should change existing objectives simply for the sake of doing so. In my view, it is important to the efficiency of the Force to maintain continuity of priorities and objectives in so far as doing so is consistent with the overriding duties I identified earlier. I have kept these several points in mind in drawing up this Plan.

What then are my priorities for achieving these aims?

For the several reasons I have outlined above I have come to the clear conclusion that I should adopt these four objectives and that doing so would enable me to fulfil the overriding duties I described earlier. I am confident that they can enable my five manifesto commitments to be addressed.

The strategic outcomes

As I explained in my introduction, my overriding duties are to deliver an efficient and effective police force which clearly demonstrates value for money and, above all, cuts crime.

To enable me to fulfil these duties, I have set four objectives- my police and crime objectives. These are:

- Reduce crime and Anti-Social Behaviour
- Protect people and reduce harm
- Deliver a quality service that meets the needs of our communities
- Promote a well led, organised, and skilled police force

My expectation is that together these objectives will deliver the following outcomes:

Security in the Home

This is of greatest importance to all of us. Feeling safe, secure, and unthreatened by crime, criminals, and intimidation from whatever source.

I will work towards improving people's security at home and their perception of security at home, and towards reducing victim based crime.

Safety in Public places

People living, working and visiting North Wales need to feel safe in public places, the day and night.

I will work towards improving people's safety in public places and their perception of safety in public places, and reducing victim based crime.

Visible and Accessible Policing

There can be no doubt that the visible presence of the police deters crime, reassures the public and reinforces its links with the police. I believe that nothing is more effective in deterring crime than enhanced police visibility and that key to communities feeling safe is the knowledge that the police is an accessible service that will be available when needed most.

I want to work towards enhancing police visibility and accessibility.

The Police and Crime Objectives:

Reduce Crime and Anti-Social Behaviour

Reducing victim based crime will be a core area of business for North Wales Police. The Force's Crime Reduction Plan will form the foundation of our approach and will guide our actions. By continuing to reduce crime we will reduce emotional, physical and financial harm to victims. By effectively tackling crime and reducing reoffending, the burden on the criminal justice system will be lessened.

The police are an **emergency service** and it is important that officers are visible, accessible and, most important, respond promptly to emergencies. However, a proactive rather than reactive approach delivered together with partner agencies is essential to help address the root causes of crime and prevent harm to communities.

The Force is currently engaged on a review of its processes which will not only reduce and **manage demand more effectively** but also free up policing capabilities to support the additional officers that will be recruited during the course of the year. I will support this process as it is extended across the Force area.

The Force cannot tackle crime and disorder on its own. To reduce crime, reduce re-offending, improve safety and enhance public confidence it needs to work in a focused way within the communities and with its partners. I intend to **work closely with our partners** to achieve better collaborative opportunities to challenge criminal behaviour and to rehabilitate offenders.

We will continue to develop the use of **restorative justice and community resolutions** to help ensure the views of victims are heard and that offenders realise the true impact of their activities on others. The core aim of this is to work towards reducing levels of re-offending with particular emphasis on **reducing repeat victimisation**.

Protect people and reduce harm

It is the Force's duty to respond as effectively and as quickly as possible by **delivering protection, reassurance, and support to victims**, arresting offenders and investigating offences.

Different people can become more vulnerable in different circumstances or situations. This may lead to **increased vulnerability to crime** and escalate the potential impact of crime on them. It is important that the police force is able to recognise vulnerability effectively and respond. It will need to ensure that emerging threats are identified and tackled at the earliest opportunity in order to minimise risk and mitigate harm.

The Force is in the process of establishing a dedicated team to tackle the crime of **rape**. Victims of crimes of this nature are often reluctant to report incidents to the police and it is important that the police continue to work to enhance the quality and consistency of the police response to these crimes in partnership.

The numbers of **people killed or seriously injured on the roads** in North Wales is still comparably high. The Welsh Government, the UK Government, local agencies and the police have been working together to reduce these risks and it is important they continue to do so.

The **Strategic Policing Requirement (SPR)** identifies the following threats to national security, public safety, public order and public confidence and it requires police forces to work together to combat those threats:

- Terrorism
- Civil emergencies
- Organised crime identified in the National Security Risk Assessment at Tier 2 level
- Public order which cannot be managed by a single force acting alone
- Large scale Cyber incidents
- Major events that have national implications

Although the issues identified are in a national context, they can have a devastating impact locally, in particular organised crime groups who traffic illegal substances into our communities. I will ensure that North Wales Police fully contribute to delivering their commitment to the SPR to reduce serious harm to our communities and communities across the UK, and work in partnership with forces in Wales, the North West and other areas to do so.

The **most dangerous and violent offenders** who pose a threat to our communities need to be managed within the criminal justice system. The police and its partner agencies have a critical part to play in managing and reducing these risks.

North Wales Police deals with approximately 1,500 reports of **missing people** each year. Some of the reports are high risk incidents which necessitate intensive police response. The Force has a very close working relationship with mountain rescue teams and other volunteer search teams and we

are grateful for their valuable support. There is also significant work concerning young people who are missing from children's homes and persons who may be experiencing a personal crisis. The Force will continually seek to strengthen and develop its work in this area by working closely with care providers, hospitals, and other public services.

Deliver a quality service that meets the needs of our communities

The needs of the community fall broadly into two parts. The first are the needs identified by the police and other professionals, based on experience, research and evidence. Into the second part falls the needs the community recognises within itself. Essential for identifying the appropriate service delivery for the communities is identifying their policing needs.

Each year, the Force compiles a **comprehensive strategic assessment** of the significant challenges it is likely to face in crime and associated issues in the coming year. The assessment will inform the activities of the Force and its interactions with other agencies. It will also inform the Force as to how it deploys its resources so that officers and staff are allocated to those areas with the greatest need. There are wards where the policing requirements are seen to require different approaches and where the number of officers and staff need to be proportionate to the demand. The Force must also plan to be able to respond appropriately to seasonal variations in population which significantly alter the policing needs of communities during those periods.

I will play a key role in **listening to communities** to find out what their issues and problems are and to ensure that the service needs they recognise within themselves are brought to the attention of the chief officer team in North Wales Police. For more detail on how I intend to undertake this role see details of my performance and accountability arrangements at page 13.

I believe that a visible and accessible police service forms a key part of delivering an effective service to our communities as is responding to the different needs of different communities. For example the rural communities have expressed their desire for support in tackling rural crime. To this end, I have specifically requested the Chief Constable to develop an operational delivery plan to address rural crime.

North Wales Police can be proud of the fact that it leads the way in Wales in supporting and sponsoring the use and learning of the **Welsh language**. Not only is it legislatively important to deal with people in the language of their choice, it is also an important indicator that the Force truly cares about its communities. I will continue to drive the organisation towards being a bilingual organisation within a bilingual criminal justice system.

A new **Victims and Witnesses Code of Practice** is currently being developed by the Ministry of Justice, and I intend to work with the Force and partners to implement this.

I will develop and monitor both my own and the Chief Constable's progress in implementing the Joint Equality Plan. The Force will treat every person who comes into contact with its service with **dignity and respect**.

It is the intention of the Government that I, as the Police and Crime Commissioner, rather than central government, shall be responsible for decisions regarding the local support required to help victims cope with the immediate impact of crime. In commissioning services I will seek to identify good practice and services that already provide appropriate support, and work with the public, as well as the private, and voluntary sectors, to develop new services. Details of my plans will be

published in due course. I will also monitor victim satisfaction data to identify areas that require improvement or should be acknowledged for working well.

Provide a well led, organised, skilled workforce

Having a skilled, well led, and well organised workforce is essential for delivering an effective service. The majority of the resources which I provide to the Chief Constable will be spent on people, and I shall look to the Chief Constable to equip the workforce with the skills necessary to discharge their duties effectively.

In my first year as commissioner I have increased the council tax percept so that I can fund an additional 51 police officers. I recognise the contribution made by volunteers, in particular those who freely give up their time to work with the Special Constabulary, and I support the proposed increase in the number of special constables. The Special Constabulary gives real meaning to the expression 'the police is the community; the community is the police'.

I support the Chief Constable's Policing Strategies for Delivery (Appendix B). Collectively these strategies empower staff and officers to make reasoned choices in approaching their duties and can support the achievement of my police and crime objectives.

I have already met many members of staff and officers at all levels including community support officers and special constables and I have been impressed by their commitment. I will continue to meet and listen to them throughout the duration of this Plan. I will ensure they continue to receive the training, support and guidance which is necessary for delivering a service of the highest quality. I support the importance which the Force attaches to team working and '**active leadership**' at all ranks and grades of staff.

The staff and officers should be motivated, well managed, and have confidence in the service. I will support the Chief Constable in identifying and addressing issues raised by staff and officers through both the annual **cultural survey** and by encouraging a good relationship with staff associations.

The **College of Policing** will provide evidence based learning and development opportunities, and I will encourage the Chief Constable and his team to make best use of this national resource. I will also encourage continual improvement and learning and development within the organisation.

The Chief Constable aims to create a clear and transparent organisation and governance structure. I fully support him in that aim, and shall apply it to the organisation and governance of my own office. It is important that we are both able to demonstrate that in our respective organisations we have clear communications and management structures which are fit for purpose.

Confidence in the **integrity and professional standards** of the police service is essential if our communities are to respect and trust the police. I will work to promote the highest level of professional standards and will work with the Independent Police Complaints Commission (IPCC) and the Force's Professional Standards Department to maintain those standards and address failures. I will ensure that we learn from mistakes whether they be our own or those of others.

I will liaise with external bodies such as Her Majesty's Inspectorate of Constabulary (HMIC) and the College of Policing to maximise opportunities for improvements.

Whilst maintaining close engagement with the Force and other stakeholders, I shall maintain my own independence and that of my office. I shall respect and support the operational integrity of the

Chief Constable but I shall also ensure that the strategic direction of the force is set after wide consultation. The process of consultation will continue throughout the year.

Performance and Accountability

Reduced Victim Based Crime

Victim based crime represents over 80% of all crime recorded. As the name suggests it is victim focused and concentrates on four main offence types: assault, sexual offences, stealing, criminal damage and arson. The level of victim based crime will be a key measure of the Chief Constable and the police force's performance and of the safety of people in North Wales.

The use of this measure will allow the public to measure the success of North Wales against other police forces.

Underpinning a victim based crime reduction target is a performance framework that includes key measures across our core policing business, and financial information such as overtime, budget spend, and fuel costs. All monitoring will be on an exception basis using statistically robust methods to identify positive and adverse trends and issues for further examination through the Strategic Executive Board or other forums. The Force publishes this local performance information on a monthly basis through the [Performance Summary](#), and each month, following a review undertaken through the Strategic Executive Board, I will publish my observations, comments or agreed actions that arise from that performance summary.

It is my intention to have ongoing engagement with the police, public and stakeholders on delivery against agreed objectives including publishing information at regular intervals which will enable those living in North Wales to assess the performance of the Chief Constable and my own performance in exercising our respective functions.

Through the North Wales Safer Communities Board I will work with our partners in the community safety and criminal justice sectors to develop an appropriate performance framework that will measure our collective performance and impact.

Your experiences

Listening to your views about policing and crime issues in North Wales is crucial to enable me to monitor the impact of this Plan. Your views will inevitably accompany the performance framework.

I intend to publish a Community Engagement Strategy jointly with the police force and other partners who might find mutual benefit in working together to gain feedback from the public. The Strategy will set out how I will be proactively seeking the public's views about our progress, be it positive, negative or indifferent, in delivering our outcomes. The feedback will enable me to have a real insight into our work, and I will use it to scrutinise the work of the Force and if necessary revisit elements of the Police and Crime Plan.

The Joint Community Engagement Strategy is intended not to compromise my independence or undermine relations that have already been established with the police, but to ensure that we work together to engage appropriately and be clear about when we should be engaging separately. The

strategy will also provide a key step in progressing towards delivering a more visible and accessible police service, and enable me to monitor progress.

I shall carry out an annual survey to find out in a more scientific way, how we are progressing towards our aims. Prior to commissioning the first survey I will consult with the public to refine the questions.

I have set out the means by which the Chief Constable will report to me on his provision of policing and the means by which his performance will be measured.

The principal means of fulfilling these objectives will be through the Strategic Executive Board (the Board), independent inspections, and external and internal audits. The Board will be chaired by me as commissioner and shall also be made up of the Chief Constable, Deputy Chief Constable, the Assistant Chief Constable, the Director of Finance and Resources of the police force and the Chief Executive and Chief Finance officer of my office. It will meet once a fortnight or at such other intervals as I shall decide in consultation with the Chief Constable. The business of the Board shall be determined by the Board and it shall include reports by the Chief Constable as to his provision of policing and the police and crime objectives, how he is fulfilling his duties relating to equality and diversity, and the means adopted by North Wales Police to safeguard and promote the welfare of children amongst other matters.

The Police and Crime Panel

The Police and Crime Panel has a statutory responsibility to scrutinise my activities as the Police and Crime Commissioner. Through my publication scheme, I will aim to proactively publish information to aid the Panel and the general public in following my work and activities. In addition to responding to their requests and questions, I will provide periodic reports to the Panel on my activities as commissioner and my progress against the Police and Crime Plan.

I am required to consult the Panel on certain key decisions- but as they are also part of the community of North Wales and represent the communities of North Wales I intend to involve them in monitoring the progress of the Plan.

The joint Audit Committee

The Chief Constable and I have decided to set up a joint audit committee the function of which will be to support and challenge certain activities undertaken by the Force and my office, and to provide constructive solutions for improvements. We have recently advertised for members.

Finance and Resources

I have set out the finance and resource which will be provided to the Chief Constable for delivering policing in North Wales.

I do so to demonstrate the important relationship between the police and crime objectives and the resources which will deliver the service. I have kept in mind throughout my preparation of this Plan the all-important questions; *“Can we afford it?”* and *“are we making best use of our resources?”*.

For 2013/14 I will allocate a net budget of £141.705m to the Chief constable for the delivery of policing in North Wales.

The funding of North Wales Police

The main sources of Police funding are Government Grants paid by the Home Office and the funding raised through Council Tax contributions. Local council tax payers currently provide 44% of the funding for the police service whilst central government Police grant accounts for 56%. I have raised the council tax for next year by 3.98%. This allows for an overall budgeted increase of 0.57%. This has let me reduce the effect of cuts made by central government on the Force, and allowed savings identified to be reinvested in the policing and crime objectives in this plan.

The Police Grant

No announcement has been made in respect of settlements from 2014-15 onwards. This introduces a high degree of uncertainty on future finances, especially as the formula which the Home Office uses to allocate funding is to be reviewed.

Full details of the Budget Forecast and changes for 2013-14 and future years are shown in the [Medium Term Financial Plan](#)

Where the money is spent

Throughout the duration of this Plan I will be working to ensure that we maximise the amount of money that is spent on delivering front line services. However, the back office functions are also very important for ensuring that police officers, community support officers, special constables and police staff spend their time delivering a police service and not spending any more time on administrative tasks than is really necessary.

- Delio gyda'r Cyhoedd/Dealing with the public
- Plismona Lleol/Local Policing
- Ymchwiliadau/Investigations
- Cyfiawnder Troseddol/Criminal Justice
- Ymgyrchoedd Arbenigol/Specialist Operations

To ensure the effective and efficient use of resources I will adhere to the following principles :-

- Ensure resources are focused on our main purpose – to provide a safer North Wales.
- Target resources to deliver the Police and Crime Objectives
- Increase the capacity of the frontline service
- Ensure streamlined support services work to provide real support to the front line
- Work with our partners to maximise opportunities for joint working and collaboration.

Throughout the duration of this Plan I will be keeping our expenditure under review to ensure we are allocating our resources effectively. The HMIC Value For Money Profiles will form a central part of this work.

Capital Investment

I believe people want an accessible police service and that it is important to have an appropriate infrastructure to support the delivery of policing across North Wales. Therefore I am committed to maintaining local police stations or contact points unless it is quite clear that the provision is not required. I will shortly be publishing full details of this within the Esatates Strategy. Between today and the end of 2015 I will be overseeing £18million of capital investment in the police service. The majority of the investment will be in local police buildings, and supplemented by necessary investment in IT, fleet and other necessary infrastructure. The most significant project will provide a new station and custody facility in Wrexham. There will also be a new station built in Llangefni.

Reserves and Resilience

A substantial part of policing is in providing a first line emergency response. The Force can find itself faced suddenly by a large scale emergency with large financial consequences (as was experienced during 2012-13) and even more than one incident at the same time. To address this risk and reduce the impact of such incidents on the remainder of core business, it is necessary to hold substantial balances in reserve. These ensure that emergency responses are determined by policing need rather than affordability.

The General reserve (£7.189m) is used to fund the day to day cash flow needs and provide the first line of resilience. The Medium Term Financial Plan (MTFP) provides full details of the planned usable reserves and earmarked reserves (such as pension and PFI).

Commissioning

The Police Reform and Social Responsibility Act 2011 (the Act) allows me to commission services directly from providers external to the police service. I will be publishing my commissioning framework in the coming months but central to my goals for the commissioning of services will be both the delivery of the Police and Crime Objectives and the achievement of the outcomes within this Plan.

I intend to use the Commissioner's Community Safety Fund to commission services from partners, the private sector, the voluntary and community sectors, with the aim of supporting the police to deliver the Police and Crime Objectives. 2013/14 will be a transitional year for the Fund, which will enable me to fully review existing programmes.

Appendix A: About North Wales

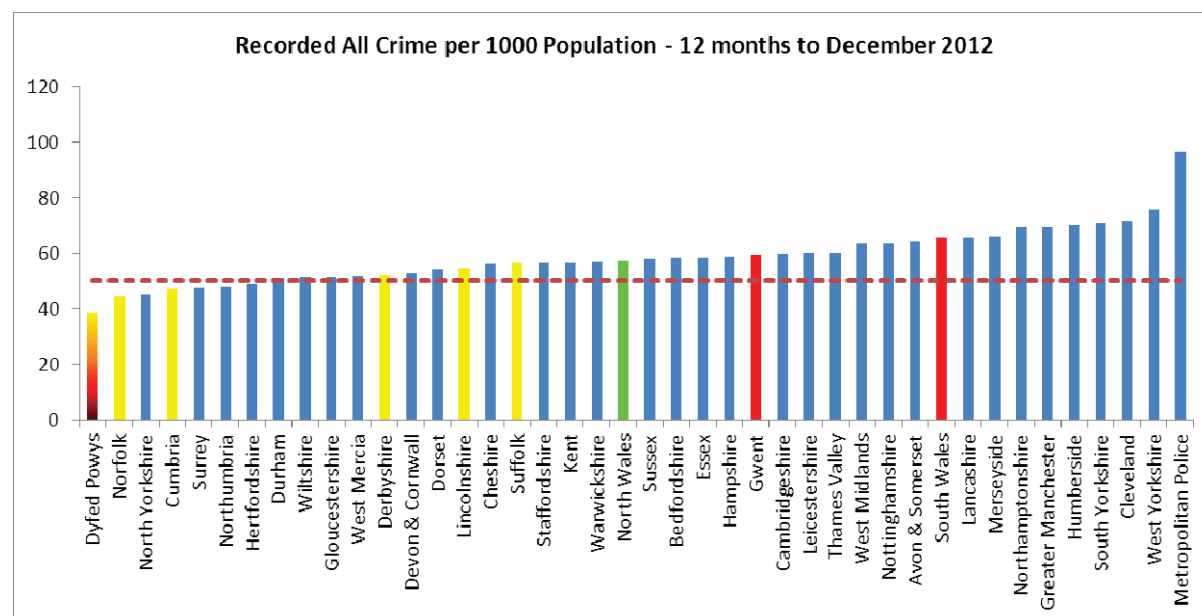
North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the South.

The Force area covers the six geographic counties of North Wales, namely Gwynedd, Anglesey, Conwy, Denbighshire, Flintshire and Wrexham. The Force area is serviced by a single Health Board, Betsi Cadwalader University Health Board and by the North Wales Fire and Rescue Service and Authority. The area is serviced by the Wales Probation Trust and the Welsh Ambulance Trust.

The area encompasses both urban and rural areas including two cities, the Snowdonia National Park, two significant ports (Holyhead in Anglesey and Mostyn in Flintshire), expanding industrial regions (predominantly in the East) and numerous busy towns, many of which attract a high volume of tourists during the summer months.

Crime and Anti-social Behaviour

North Wales can be regarded as one of the safest places in England and Wales. There has been a sustained reduction in victim based crimes over recent years. North Wales was ranked 21st nationally, 7th in its Most Similar Group (MSG), and 2nd in Wales with 57.282 crimes per 1000 population, compared to an MSG average of 50.211 in December 2012.



Policing North Wales

The Force itself manages the policing of these six counties through central direction for some policing issues, such as managing major incidents and dealing with organised crime, but the bedrock of its policing activities is firmly rooted in the ten local policing area commands based in the communities they serve. These are:



In the last financial year (2011/12) North Wales Police received 87,712 emergency '999' calls and a total of 457,008 through the non-emergency numbers including '101' (Welsh language line 23,561 and English language line 433,447). In the same period 21,242 arrests were made.

Appendix B: Policing Strategies for Delivery

The Chief Constable has adopted the following internal policing strategies to enable delivery and thereby support the Police and Crime Objectives:

1. Put Prevention First

Prevention of crime, anti-social behaviour or other harm will be at the top of our agenda and will be our initial consideration in all that we do.

When we respond to calls for assistance and attend incidents or as we go about our pro-active engagement or patrol we will think first about how we can prevent crime, anti-social behaviour or other harm.

2. Consider the way we do things from the perspective of the public

We provide a service for the public and this must drive what we do. Our actions should always prioritise the needs of the public. In all that we do we will consider what the public in general would expect of us.

3. Relentlessly pursue those who cause the greatest harm in our communities

“Greatest harm” relates to the seriousness of any offence or the combined effect of persistent offending. In each and every case we will endeavour to effect arrests and minimise harm without unnecessary delay.

4. Create ownership and responsibility at all levels

Ownership provides purpose, pride and accountability.

By creating systems, processes and teams that promote and enable ownership we will provide a more effective environment for prevention, crime detection and solving problems we face.

5. Be active leaders, at all levels

As leaders we will actively engage with and support those we lead. We will focus on enabling and challenging our officers and staff to deliver the best results towards achieving our priorities.

This means involvement, innovation and discussion about performance, processes and action to improve outcomes.

6. Be bold in reducing unnecessary demands

Our resources have reduced; we will ensure that none of our effort is wasted.

Individually we each have a responsibility to get things right the first time. Multiplication of effort is simply a waste of time. We will question things that appear to add little value to what we do.

We have a responsibility to ensure that our efforts are not wasted. We will strip away those systems and processes that do not contribute to achieving our vision. Our appetite for risk will increase, particularly in those areas that have limited direct bearing on service delivery to the public.

Appendix C: North Wales in a national context

The Strategic Policing Requirement (SPR)

The Strategic Policing Requirement sets out the Home Secretary's view of the national threat that the police must address and the appropriate national policing capabilities required to counter the identified threats. I must have due regard for the Strategic Policing Requirement when amending this document and the Chief Constable must have due regard for the Strategic Policing Requirement when exercising his functions. I must also hold the Chief Constable to account for doing so.

The Strategic Policing Requirement is split into two parts. Part one identifies the threats to national security, public safety, public order and public confidence, with the following identified as threats

- Terrorism
- Civil emergencies
- Organised crime identified in the National Security Risk Assessment at Tier 2 level
- Public order which cannot be managed by a single force acting alone
- Large scale Cyber incidents
- Major events that have national implications

Part two outlines the national policing requirement, required nationally to counter the threats set out above. Together with national agencies the Police and Crime Commissioner will hold the Chief Constable to account for each requirement and will also have regards to the requirement when setting the local Police and Crime Plan. The following are the identified requirements:

- Capacity and Contribution
- Capability
- Consistency
- Connectivity

North Wales Police have a number of measures and initiatives in place to address these requirements, many of which are built into, and regarded as, business as usual, for example:

Wales Extremism and Counter Terrorism Unit (WECTU): WECTU is an all Wales specialised unit which responds to threats posed by national and international and domestic extremism. The unit also works with partners in communities to build confidence and trust to target and disrupt terrorists and extremists.

Public Order Trained Officers: North Wales Police have a number of officers who have received training as part of the national police public order training curriculum. The public order trained

officers are deployed to public order or public safety events within North Wales, and are also available on mutual aid to assist other Forces when the need arises.

Assistance at National Events: North Wales Police take an active role in supporting national events, for example a number of officers were deployed to London during the Olympics to support the Metropolitan Police during the busy period.



NORTH WALES POLICE AND CRIME PANEL
FORWARD WORK PROGRAMME

MARCH 2013

Contact Officer:	Dawn Hughes
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Date	Subject	Responsible Officer (including e-mail address)
7 Mar 2013 4 Jun 2013	Periodic Update from the Police and Crime Commissioner To receive an update on the work of the Commissioner since the last meeting	Winston Roddick, Police and Crime Commissioner
7 Mar 2013	Police and Crime Plan To receive the formal submission of the Police and Crime Plan	Winston Roddick, Police and Crime Commissioner
4 Jun 2013	Draft Governance Documents To consider the draft governance documents including the Code of Corporate Governance	Winston Roddick, Police and Crime Commissioner
4 Jun 2013	Annual Report from the Police and Crime Commissioner To receive the Commissioner's annual report (November 2012 to May 2013)	Winston Roddick, Police and Crime Commissioner
9 Sep 2013 11 Nov 2013 17 Mar 2014	Police and Crime Plan - Review of Progress To review progress against the implementation of the Police and Crime Plan: 11/09/13 - Quarter 1 11/11/13 - Quarter 2 17/03/14- Quarter 3	Winston Roddick, Police and Crime Commissioner

Date	Subject	Responsible Officer (including e-mail address)
11 Nov 2013	Review of Membership of the North Wales Police and Crime Panel Within 12 months of the election of the first Police and Crime Commissioner for North Wales, the Panel shall review the appropriateness of the Members in line with provisions within the Police Reform and Social Responsibility Act and the Police and Crime Panel (Nominations, Appointments, Notifications) Regulations 2012. The review of the membership will consider the continued requirement for the political balance of the Panel.	
16 Dec 2013	Proposed Precept 2014/15 To consider the proposed precept for 2014/15 <i>(The date of this meeting will be finalised pending confirmation of the timetable for establishing a precept for 2014/15)</i>	Winston Roddick, Police and Crime Commissioner
16 Dec 2013	Draft Budget for the Police Service for 2014/15 To consider the budget for the Police Service for 2014/15	Winston Roddick, Police and Crime Commissioner
16 Dec 2013	Draft Budget for the Office of the Police and Crime Commissioner for 2014/15 To consider the draft budget for the Office of the Police and Crime Commissioner for 2014/15.	Winston Roddick, Police and Crime Commissioner

Date	Subject	Responsible Officer (including e-mail address)
Future Items		
12 April 2013 - Provisional	Confirmation Hearing for the Chief Finance Officer To review the Police and Crime Commissioner's proposed appointment of the Chief Finance Officer	Winston Roddick, Police and Crime Commissioner
	Complaints Procedure To consider an appropriate complaints procedure for the North Wales Police and Crime Panel.	Richard Jarvis, Solicitor richard.jarvis@conwy.gov.uk
	Member Training and Development Members are requested to consider what training and development opportunities they would like. The following list is not exhaustive, but provides training options for consideration: <ul style="list-style-type: none"> • Police Finance, includes setting the precept • Role of the Police and Crime Commissioner • Police Performance Management • Strategic Policing Requirement • Complaints • Community Safety Partnerships • Collaboration • Local Criminal Justice Board • Appointments 	

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