

POLICE AND CRIME PANEL PANEL HEDDLU A THROSEDD



North Wales Police and Crime Panel

Monday, 19 January 2015 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.
4. **Minutes** (Pages 1 - 9)
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) Confirmation Hearing for Temporary Chief Executive and Monitoring Officer (Pages 10 - 17)
 - b) Proposed Policing Precept Level - Introduction by Police Commissioner Winston Roddick (Pages 18 - 19)
 - c) Precept and Council Tax 2015/16 (Pages 20 - 31)
 - d) Police and Crime Commissioner and Chief Constable for North Wales Police Force - Medium Term Financial Plan for 2015-16 to 2018-19 (Pages 32 - 55)
 - e) North Wales Police and Crime Plan - Second Revision March 2015 (Pages 56 - 77)

6. To consider reports by the Host Authority

- a) Summary of Complaints Received (Pages 78 - 79)
- b) How is the Police and Crime Commissioner scrutinising the Force's performance against the Police and Crime Objectives contained within the Police and Crime Plan (Pages 80 - 144)
- c) To consider the Forward Work Programme for the North Wales Police and Crime Panel (Pages 145 - 147)

7. Date of Next Meeting:

Monday, 9 March 2015 @ 2.00 pm

Membership of Panel

Cllr Amanda Bragg
Cllr Glenys Diskin (Chair)
Cllr Bob Dutton OBE
Cllr Philip C. Evans J.P.
Cllr Julie Fallon
Cllr William T. Hughes
Cllr Dilwyn Morgan
Cllr Colin Powell
Cllr Bill Tasker
Cllr Gethin Williams (Vice-Chair)

Flintshire County Council
Flintshire County Council
Wrexham County Borough Council
Conwy County Borough Council
Conwy County Borough Council
Isle of Anglesey County Council
Gwynedd Council
Wrexham County Borough Council
Denbighshire County Council
Gwynedd Council

Patricia Astbury
Timothy Rhodes

Independent Co-opted Member
Independent Co-opted Member

AGENDA ITEM 4

NORTH WALES POLICE AND CRIME PANEL

Monday, 15 December 2014 at 2.00 pm
Bodlondeb, Conwy

Present: Councillor Glenys Diskin (Chair)

Councillors: Pat Astbury, Amanda Bragg, Bob Dutton,
Philip C. Evans J.P., Julie Fallon, William T Hughes,
Dilwyn Morgan, Colin Powell, Tim Rhodes and
Gethin Williams

Lay Member/
Co-opted Member Pat Astbury and Tim Rhodes

Officers: Ken Finch (Strategic Director - Democracy and
Environment), Iwan Siôn Gareth (Translator) and Dawn
Hughes (Senior Committee Services Officer)

Also in
Attendance: Stephen Hughes (Temporary Deputy Chief Executive, Office
of the Police and Crime Commissioner), Kate Jackson
(Chief Finance Officer, Office of the Police and Crime
Commissioner), Winston Roddick CB QC (North Wales
Police and Crime Commissioner) and Julian Sandham
(Deputy Police and Crime Commissioner).

Absent: Councillor: Bill Tasker

The Chair welcomed Councillor Dilwyn Morgan, the newly appointed Member from Gwynedd Council.

The North Wales Police and Crime Commissioner introduced Stephen Hughes, the Temporary Deputy Chief Executive - Office of the Police and Crime Commissioner; an official confirmation hearing for this appointment would be held at the next meeting of the Police and Crime Panel on 19 January 2015.

134. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Richard Jarvis (Solicitor – Conwy County Borough Council) and Anna Humphreys (Chief Executive – Office of the Police and Crime and Commissioner).

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

Councillor Julie Fallon declared a personal interest as her husband is a serving Police Officer in the North Wales Police.

136. **URGENT MATTERS**

None.

137. **MINUTES**

The minutes of the North Wales Police and Crime Panel (PCP) held on 15 September 2014 were submitted for approval.

Minute 127 – Her Majesty’s Inspectorate Constabulary (HMIC) Inspection Reports: The Police and Crime Commissioner (PCC) informed the PCP that the minute should read: ‘... that it was an administrative oversight in the recording of the incidents and crimes; the matters should have been recorded as crimes immediately when they were referred to the PPU, rather than after they had been investigated’.

In relation to the paper on partnership working, the PCC reported that a report would be presented to the PCP in June 2015.

The PCC also informed the PCP that the complaints relating to the blog ‘Thoughts of Oscar’ had been referred to the Independent Police Complaints Commission (IPCC), who found no case to answer and had referred them back to the North Wales Police for local resolution; investigations into these complaints were now at an advanced stage.

138. **PERIODIC UPDATE BY THE NORTH WALES POLICE AND CRIME COMMISSIONER**

The Police and Crime Commissioner (PCC) presented the North Wales Police and Crime Panel (PCP) with his update report, which demonstrated how he had been fulfilling his principal function of scrutinising the North Wales Police (NWP).

Crime Statistics

The PCC made reference to the integrity of crime statistics and the accuracy of the data. The PCP was informed that a recent Her Majesty’s Inspectorate Constabulary (HMIC) Inspection had identified that 94% of crime recorded by the NWP was recorded accurately. Therefore, the PCC concluded that the statistics produced by the NWP could be relied upon, as a means of scrutiny.

In relation to no-criming statistics (an incident that was initially recorded as a crime, but had subsequently been found not to be a crime), the HMIC found that 79% of no-criming decisions made by the NWP were accurate.

The Deputy PCC informed the PCP that he had attended two meetings of the Force’s Crime Recording User Group, which discussed the recommendations contained within the HMIC inspection reports and had requested more detail on the no-criming decisions. In order to address the recommendations, the NWP had reduced the number of people authorised to make no-criming decisions and a training package would be introduced,

which would include both classroom based and one to one training. In the interim, the Force's Crime and Incident Registrar would be overseeing all no-criming decisions. The Deputy PCC requested that Panel Members email him with any concerns they may have in relation to such decisions.

The PCP queried whether no criming decisions were communicated to the victim/complainant. Whilst in most cases there was dialogue throughout the investigation, the Deputy PCC would need to check if this was the case for all. The PCC highlighted the development of 'Track my Crime', which was an online service that would allow victims of crime to monitor the progress of relevant investigations.

The Deputy PCC also reported that following the introduction of the new crime outcomes in April 2014, a high level comparison had been undertaken to identify how detection rates compared with the previous system. Victim based crime remained at around 28.8%, however, the PCC would still continue to monitor the situation.

Christmas Planning

The PCC confirmed that each of the Chief Inspectors for the six counties of North Wales had policing and community safety plans in place to deal with alcohol related crime over the Christmas period. This included street pastors, taxi marshals, strengthening the regulation of licensed premises (door staff checks and test purchases) and drink driving checks.

The PCC also advised the PCP of the following:

- Wylfa Newydd Project - Section 106 agreements would be developed to mitigate the impact of the development on security.
- A470 Dolgellau - The NWP supported the introduction of a roundabout on this stretch of road, due to a number of recent fatalities. The PCC had written to the Welsh Government confirming his support for additional measures to be introduced, in order to make Wales' roads safer.
- Reducing Crime – the NWP would be working very hard on a Force wide operation to reduce crime over the next few months.
- ISIS Threat – The Chief Constable would be updating the PCC on recent developments.
- Child Sexual Exploitation – the PCC had called a recent meeting in Swansea, which involved all child safety Leads/Bodies. The purpose of the meeting was to improve the ability to identify and tackle Child Sexual Exploitation. The PCC asked seven pertinent questions of the Leads, who would be invited to attend a summit meeting in the New Year to provide the answers to those questions.
- Commissioner's Community Awards Ceremony – the Awards Ceremony was held on 23 October 2014 and celebrated the dedication and contribution made by communities and individuals across North Wales. The event had been well received by communities and partners.
- North Wales Prison – it was anticipated that the prison would be categorised as a Category C prison, with the capacity for 2106 prisoners. Currently North Wales had approximately 700

C prisoners at any one time, with between 100 – 200 prisoners on remand. In relation to resources for the prison, the NWP had identified a funding requirement of £52k in capital funding and £21k in revenue funding; it was also likely that the prison would require at least two and at most four Police Constables as part of the staffing.

The PCC also reported that he had held a conference for the Third Sector on 10 December 2014. The conference was attended by 65 attendees from third sector organisations, whose work was impacted directly or indirectly by crime and policing. The PCC discussed his role and policing priorities for the coming year and provided information on the developments in commissioning of victim support services in North Wales. The Third Sector was asked for their comments on the PCC's priorities for the coming year and a report would be produced shortly.

The PCC also advised that he was in the process of reviewing his Police and Crime Plan and the consultation period had been extended until 7 January 2015.

The PCP thanked the PCC for his update and discussed the following:

- The PCP congratulated the PCC on the success of his Community Awards Ceremony and acknowledged the positive impact the awards had on the recipients.
- The PCP queried why the crime statistics excluded fraud and if such figures were collated separately. As the measurement of fraud was difficult to detect accurately, national crime statistics generally did not include fraud. The PCC would investigate if fraud statistics were available for North Wales.
- The PCP also queried the anomalies in the % figures recorded for burglaries in North Wales within the PCC's update report. The PCC explained that the tables on page 5 of his report, related to statistics published by the Office for National Statistics for year ending June 2014, whilst the figures at the top of page 5 related to year to date. There had been a significant reduction of 16.3% in burglary dwelling this year, with a decrease of 14% in burglary other than dwelling.
- New Crime Outcomes – the PCP queried the definition of the category 'Time Limit Expired' (number 17 on the table on page 4 of the PCC's update report). The PCC would report back on the definition of this category.
- Victims' Code of Conduct – the PCP requested that the aide memoire issued to all operational staff be circulated to all Panel Members for information.
- Consultation response rates - the Deputy PCC confirmed that response rates had risen significantly, due to follow up presentations undertaken with certain groups/organisations.

There was also concern expressed regarding difficulties with contacting local Police Officers (particularly in Chirk) and the approach to neighbourhood policing. Communities found it frustrating not having a named Officer to contact and to share local intelligence. It was also suggested that perhaps concerns/incidents raised with local Policing Officers were not recorded.

In response, the PCC acknowledged the benefits of neighbourhood policing and sharing local information and would discuss the concerns particularly in relation to Chirk with the Chief Constable and report back to the Panel Member (Councillor Bob Dutton). In addition, the PCC would investigate the procedure for recording concerns/incidents raised by residents with local Police Officers.

RESOLVED-

(a) That the Police and Crime Panel notes the decisions and actions taken by the Police and Crime Commissioner and the information provided within his update report.

(b) That the Police and Crime Commissioner actions the following:

- **Confirm whether no criming decisions are communicated to the victim/complainant.**
- **Confirm whether fraud statistics are available for North Wales**
- **Provides the definition of the category 'Time Limit Expired'**
- **That the aide memoire issued to all operational staff in relation to the Victims' Code of Conduct be circulated to Panel Members for information.**
- **Discusses the difficulties with contacting local Police Officers (particularly in Chirk) with the Chief Constable and reports back to the Panel Member (Councillor Bob Dutton).**
- **Investigates the procedure for recording concerns/incidents raised by residents with local Police Officers.**

139. **COMPARISON OF THE BUDGET OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER**

The Chief Finance Officer provided the North Wales Police and Crime Panel (PCP) with information on how the budget for the Office of the Police and Crime Commissioner (OPCC) for North Wales compares with the budget of the former Police Authority and similar organisations.

For the purposes of comparison with other OPCCs, figures submitted in the Chartered Institute of Public Finance and Accountancy (CIPFA) statistical returns had been used, as they had been completed on a standardised basis.

The comparisons show that the costs of the OPCC for North Wales were relatively low, being the second lowest within the Most Similar Group of Forces. Furthermore, despite the North Wales Police being the second largest force in Wales, the cost of the OPCC was the lowest in Wales.

The PCC confirmed that the OPCC had a full complement of staff, with 10.5 full-time equivalents and that the OPCC was in the process of tendering for a PR consultant.

RESOLVED-

That the report be noted.

140. **UPDATE ON THE 2014/15 BUDGET (AS AT 30 SEPTEMBER 2014)**

The Chief Finance Officer presented the North Wales Police and Crime Panel (PCP) with an update on the 2014/15 budget.

The PCP was informed that as at 30 September 2014, there was a net projected underspend of £0.360m.

Whilst expenditure was expected to be broadly in line with the budget, there was a number of projected over and under spends, most significantly relating to an employee overspend of £0.627m and a premises underspend of £0.298. However, it was likely that premises costs would be overspent by the end of the financial year, due to various repair items that had been identified to improve the condition of the estate and by reducing the backlog of repairs.

In relation to the projected underspend of £0.351m in the Forensics budget, the Chief Finance Officer confirmed that this was due to new working practices that had been introduced.

The Chief Finance Officer also informed the PCP that she had full access to all the information she required, met regularly with Officers to discuss their budgetary projections and attended the Strategic Executive Board.

RESOLVED-

That the report be noted.

141. **REVIEW OF MEMBERSHIP OF POLICE AND CRIME PANEL**

The Strategic Director (Democracy and Environment) presented a report, which informed the North Wales Police and Crime Panel (PCP) of a review that had been undertaken of the membership of the PCP, taking into account the changes in the political makeup of Wrexham County Borough Council.

The PCP consists of 10 Elected Members and 2 Independent Members; the Elected Members of the Panel, shall, as far as practical, reflect the political balance and community demographic of North Wales.

Due to the resignation of 10 elected Members from the Labour Group at Wrexham County Borough Council, the Host Authority had undertaken a review of the membership, which takes into account the application of the d'hondt methodology.

Whilst the number of Members to be appointed by each Council remained unchanged, the analysis of seats for two of the political groups had changed as a consequence. The outcome suggested that the groups/groupings for Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Mon remained as at present, but Wrexham would change their nominated Members from 1 Labour and 1 Independent to 2 Independents.

Whilst Wrexham County Borough Council had nominated Councillor David Griffiths as the replacement for Councillor Colin Powell, Councillor Powell would remain on the PCP until the Home Office had agreed to the change.

The Chair on behalf of the PCP extended her thanks to Councillor Powell for the significant contribution he had made to the PCP.

The Police and Crime Commissioner also extended his thanks to Councillor Powell for the quality and high standard of scrutiny.

RESOLVED-

(a) That the North Wales Police and Crime Panel acknowledges that the membership of the PCP complies with the requirement for representation of all parts of the police area and represents the political makeup of the relevant Local Authorities when taken together.

(b) That the suggested outcome in paragraph 2.6 of the report be approved and that Wrexham County Borough Council changes their nominated Members from 1 Labour and 1 Independent to 2 Independents.

(c) That Councillor Colin Powell remains on the PCP until the Home Office approves Councillor David Griffiths' nomination.

142. **RESPONSE TO THE INQUIRY BY THE COMMITTEE ON STANDARDS IN PUBLIC LIFE - LOCAL POLICING - ACCOUNTABILITY, LEADERSHIP AND ETHICS**

The Strategic Director (Democracy and Environment) presented the North Wales Police and Crime Panel (PCP) with a response to the inquiry by the Committee on Standards in Public Life on Local Policing – accountability, leadership and ethics.

A draft copy of the response had been submitted to the Committee, as the deadline for the inquiry was 30 November 2014. Any changes made by the PCP would be forwarded to the Committee subsequently.

RESOLVED-

That the North Wales Police and Crime Panel endorses the response to the inquiry by the Committee on Standards in Public Life on Local Policing – accountability, leadership and ethics.

143. **WEBCASTING OF MEETINGS**

The Strategic Director (Democracy and Environment) presented a report, which requested the North Wales Police and Crime Panel (PCP) to consider whether meetings of the PCP should be webcast.

The PCP had considered this report at its meeting on 2 June 2014, however the Panel had agreed to defer the matter until the PCP had a full complement of Members present.

Webcasting of meetings, particularly around the budget, precept and the Police and Crime Plan would be seen as a means of enhancing transparency and public access to meetings.

The risks relating to webcasting were highlighted within the report and included future funding for the system. Whilst the Host Authority had procured a webcasting system using grant funding provided by the Welsh Government, this was only for a 2 year pilot; therefore the facilities may not be available to the PCP when the pilot ended.

The PCP agreed to support the introduction of webcasting meetings, subject to a review after 12 months.

RESOLVED-

That future meetings of the Police and Crime Panel be webcast and that a review be undertaken after 12 months.

144. **TO CONSIDER THE FORWARD WORK PROGRAMME FOR THE NORTH WALES POLICE AND CRIME PANEL**

The North Wales Police and Crime Panel was presented with a draft Forward Work Programme for 2014/15 and 2015/16.

The Police and Crime Commissioner's report relating to Partnership Working would need to be scheduled for June 2015.

RESOLVED-

That the Forward Work Programme for 2014/15 and 2015/16 be approved, subject to the Partnership Working report being scheduled for June 2015.

145. **DATE OF NEXT MEETING:**

The next meeting of the North Wales Police and Crime Panel (PCP) would be held on Monday, 19 January 2015 at 2.00 pm.

The Police and Crime Commissioner (PCC) asked the PCP to consider whether meetings of the PCP could be moved from a Monday, due to the implications of operational matters that could affect the PCC's diary.

Whilst the PCP understood the PCC's difficulties, due to the various Council commitments/workloads of Panel Members, Monday was considered the most convenient day for all to attend.

RESOLVED-

That meetings of the North Wales Police and Crime Panel remain on a Monday.

(The meeting ended at 3.20 pm)

Councillor Glenys Diskin
Chair
Police and Crime Panel
Conwy County Borough Council
Bodlondeb
Conwy LL32 8DU

Our Ref:-WR/MM

5 January 2015

Dear Councillor Diskin

Chief Executive Confirmation Hearing

The Police Reform and Social Responsibility Act 2011 provides, under schedule 1(9) that the police and crime commissioner must notify the relevant Police and Crime Panel of each proposed appointment by the commissioner of the commissioner's chief executive.

I am therefore writing to request a meeting of the Police and Crime Panel to consider my nomination for the statutory post of chief executive for a temporary period to cover maternity leave.

The criteria I have used to determine my nomination is:

- 1. Proven ability to assist me in delivering my statutory duties**
- 2. Proven ability to provide me with professional advice to enable me to fulfil my role**
- 3. A person that could lead the OPCC**
- 4. A person who respects and understands my views as police and crime commissioner**

I believe that Stephen Hughes meets the criteria.

- 1. Stephen has over 11 years' experience of working for North Wales Police. Since 2009 he has had management responsibility for a large budget and supported the force in the delivery of their strategic objectives. He has a proven track record in leading successful projects and change. He was**

responsible for securing a national contract for the force that generates income of up to £0.5m each year and more recently has been involved in assisting the force in achieving their savings targets.

2. Stephen has previously worked alongside the local authorities and other statutory partners within the Community Safety Partnerships for six years, a role for which he received a commendation from the Denbighshire CSP. He has experience in identifying the local needs of north Wales and delivering services that meet those needs, and he fully understands the importance of building effective partnerships.

3. During his time with North Wales Police Stephen has gained experience of managing and leading teams. His clear focus and proven track record of performance and budgetary management will be of great assistance to me.

4. It is important for me to have a person in this role that I can rely on to lead the staff and to provide me with professional guidance. I believe Stephen possesses the skills, knowledge and experience required and I have full confidence that he will be able to carry out the role effectively.

At the panel meeting on 16 September I informed the panel that I would be recruiting a deputy chief executive on a temporary basis who would be expected to act up to the chief executive role whilst the substantive chief executive was on maternity leave.

An open recruitment process was carried out to identify a candidate on merit. The job description for the deputy chief executive post was drawn up by the chief executive and deputy police and crime commissioner. An advert (Appendix A) for the post was published in August in the Daily Post, OPCC and NWP website with a closing date of 12 September 2014. The advertisement was also promoted by email to stakeholders and social media. The advert stated that this was a temporary position as deputy chief executive with an expectation that the successful candidate would act up to the role of chief executive. I was therefore looking for a person who could fulfil both roles.

The interviews took place on 3 October 2014. I received 11 applications for the post and shortlisted five people. Candidates were shortlisted by the panel members having regard to the job description. The interview panel consisted of me, chief executive, deputy police and crime commissioner and an independent assessor from the force's human resources department. We interviewed three people as two of the candidates withdrew from the process a few days before the interview.

Candidates were asked a series of questions on the role that they were applying for and also questions on their previous work experience. The questions were designed to gain evidence of their competence in fulfilling this role. The panel unanimously agreed that Stephen Hughes was the strongest candidate and should be offered the position.

I have attached to this letter the full job description for the chief executive role for your information and ask you please to consider my proposal to appoint Stephen Hughes to the post of temporary chief executive and monitoring officer.

I await your response on my proposal.

With kind regards.

Yours sincerely



Winston Roddick CB QC
Commissioner

encs

Appendix A – Job Advertisement

Appendix B – Job Description and Person Specification



Mae Comisiynydd Heddlu a Throsedd Gogledd Cymru yn bwriadu penodi Dirprwy Brif Weithredwr i gynorthwyo'r Prif Weithredwr gyda'u dyletswyddau.

Cyflog: £44, 970 - £49, 825 y.f.

Bae Colwyn

Mae cyfle cyffrous wedi codi ar gyfer unigolyn uchel eu cymhelliant sy'n meddu ar sgiliau cyfathrebu rhagorol i ddarparu gwasanaeth cynllunio strategol lefel uchel ac arweinyddiaeth ar gyfer Swyddfa'r Comisiynydd Heddlu a Throsedd. Swydd dros dro am 12 mis yw hon.

Bydd yr ymgeisydd llwyddiannus yn gweithredu fel Dirprwy Brif Weithredwr yn Swyddfa'r Comisiynydd a bydd hyn yn cynnwys cyflawni rôl dirprwy swyddog monitro. Dylai ymgeiswyr fod yn ymwybodol y bydd yn ofynnol iddynt lenwi dros y Prif Weithredwr yn ystod cyfnod o absenoldeb dros dro ac y bydd y cyflog yn codi bryd hynny i adlewyrchu'r cyfrifoldebau ychwanegol. Bydd rhagor o fanylion ynghylch y dyletswyddau a'r cyflog yn ystod absenoldeb y Prif Weithredwr yn cael eu trafod yn ystod y cyfweiliad.

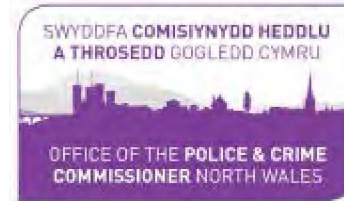
Mae sgiliau Cymraeg Lefel 3 yn hanfodol ar gyfer y swydd hon.

Am ddisgrifiad llawn o'r swydd a ffurflen gais ewch i wefan Comisiynydd Heddlu a Throsedd Gogledd Cymru www.northwales-pcc.gov.uk neu cysylltwch â'r Adran Recriwtio ar 01492 804699.

Anfonwch ffurflenni cais yn ôl i :
Recriwtio
Pencadlys Heddlu Gogledd Cymru
Glan y Don
Bae Colwyn, LL29 8AW

Dyddiad cau : 12 Medi 2014

Mae swyddfa'r Comisiynydd Heddlu a Throsedd wedi ymrwymo'n llwyr i egwyddorion cydraddoldeb ac amrywiaeth ac rydym yn croesawu ceisiadau gan bob carfan o'r gymuned. Dan Ddeddf Cydraddoldeb 2010 dylai deiliaid swyddi roi gwybod i'r unigolyn cyswllt yn y Rhanbarth/Adran am unrhyw addasiadau rhesymol angenrheidiol.



The Police and Crime Commissioner for North Wales intends to appoint a Deputy Chief Executive to assist the Chief Executive in carrying out their responsibilities.

Salary: £44, 970 - £49, 825 p.a.

Colwyn Bay

An exciting opportunity has arisen for a highly motivated individual, who possesses excellent communication skills, to provide high level strategic planning and leadership for the Office of the Police & Crime Commissioner. This is a temporary position for 12 months.

The successful candidate will act as a Deputy Chief Executive within the Office, which includes the role of deputy monitoring officer. Candidates should be aware that during this temporary position there will also be a requirement to act up in to the position of Chief Executive Officer to cover a period of absence temporarily, which will attract the relevant uplift in salary. Further details of this acting opportunity, duties and salary will be discussed at interview.

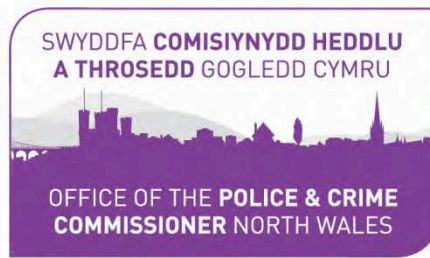
Level 3 Welsh language skills are essential for this post.

A full post profile and application form are available from the Police and Crime Commissioner's website www.northwales-pcc.gov.uk or contact the Recruitment Department on 01492 804699.

Please return completed applications to :
Recruitment
North Wales Police Headquarters
Glan y Don
Colwyn Bay, LL29 8AW

Closing date : 12 September 2014

The Office of the Police and Crime Commissioner is totally committed to the principles of equality and diversity and welcomes applications from all sections of the community. Under the Equality Act 2010 post holders should advise the Divisional/Departmental HR contact of any required reasonable adjustments.



JOB DESCRIPTION

Job Title:	Chief Executive and Monitoring Officer
Responsible to:	Police and Crime Commissioner
Team:	Staff of the Office of the Police and Crime Commissioner – 9
Salary:	circa £75,000

Job Summary

- To work with the Police and Crime Commissioner to enable delivery against vision, strategy and identified priorities
- To ensure effective operational and strategic leadership of the Office of the Police & Crime Commissioner through on-going management and engagement.
- To facilitate the accurate and appropriate scrutiny of the Police Force's activities

Key Working Relationships

- The Police & Crime Commissioner and Deputy Commissioner
- Chief Finance Officers
- All staff employed by the Police & Crime Commissioner
- The Police Force, in particular the Chief Constable and senior officers
- The Police and Crime Panel
- The communities of North Wales
- The wider policing network of Wales and the North West of England
- Relevant government institutions, associations and public sector strategic partners

Key Functional, Management and Leadership Responsibilities.

- To ensure provision of appropriate advice to the Commissioner
- To lead the continued development and delivery of the OPCC activities and operations.
- To provide clear and visible leadership to the staff of the OPCC including overall responsibility for their on-going development and training, and work directly to the PCC in relation to personal objectives and development.
- To ensure that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does.
- In conjunction with the Chief Financial Officer, to ensure propriety in the conduct of the Commissioner's business including making proper arrangements for tendering procedures and the letting of contracts.
- To carry out the duties of Chief Executive appointed under Police Reform & Social Responsibility Act 2011 so as to enable and assist the OPCC to fulfil all its functions effectively and efficiently.

- To carry out the statutory duties and responsibilities of the Head of the Paid Service and the Monitoring Officer.

Strategy and Resource Planning

- To think strategically and guide the OPCC in developing a clear and effective long-term vision and strategy, together with appropriate policies.
- In conjunction with the chief finance officer(s) to lead the strategic development of the OPCC in the areas of strategic accounting, information management, the management of strategic risk, the human resource and learning and development strategies, ensuring that the OPCC is compliant with current employment legislation.
- To be the strategic lead in respect of partnership working.
- In conjunction with the chief finance officer(s), to oversee the financial planning, budgetary, resourcing and asset management aspects of the OPCC.
- To drive implementation of the OPCC corporate strategies, and of its day-to-day business, ensuring that effective governance arrangements are in place to enable the OPCC to monitor, review and improve its own performance.
- Support the OPCC in scrutinising Force performance, and supporting continuous improvement in the OPCC and in the Force.
- To prepare the OPCC for inspection by relevant audit bodies.
- In appropriate consultation with the elected Commissioner develop the short, medium and long term planning process for the future of the OPCC.

Commissioning & Service Delivery

- To ensure the effective and efficient engagement with both internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level.
- To be accountable for the performance of the OPCC in all aspects of commissioning.
- To ensure effective engagement with the Chief Constable and all relevant Force personnel in planning and managing the OPCC business.
- To ensure that the OPCC contributes to the national consideration of issues concerning policing and reducing crime. To represent the OPCC at high level meetings with the Home Office, Her Majesty's Inspector of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level.

Engagement and Information

- To deliver, review and improve performance against the Information strategy in the areas of communication, consultation and engagement.
- To ensure that effective strategic needs assessments are undertaken which demonstrate the understanding of the communities served, enabling effective budget alignment and prioritisation.
- To distil and disseminate relevant information and advice to the OPCC enabling it to challenge where appropriate the Force's strategic and financial performance.
- To support the OPCC in raising its profile and communicating its values, strategies, achievements and views.

- To represent and promote the interests of the OPCC by developing and maintaining effective strategic partnerships with relevant public and private sector/voluntary organisations in the local community and at national and regional associations.
- To develop and implement effective two-way community engagement with all sections of the community.

Scrutiny & Performance

- Contribute to the efficient and effective delivery of the Police & Crime Plan, together with any associated delivery plans.
- Develop and maintain a constructive working relationship with the Police & Crime Panel for the area.
- Ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection.
- To oversee and ensure the effective and efficient management of complaints.

PERSON SPECIFICATION

Education/Training

- Degree and/or appropriate professional qualification or demonstration of the intellectual skills associated with education to this level
- Commitment to continuous personal development
- Desirable - MBA or other post-graduate management qualification
- Desirable – a legal qualification

Skills/Competency/Knowledge

- Ability to think independently and strategically, taking a long-term perspective
- Able to command respect of officers and colleagues at all levels, both internally and externally with partners and stakeholders
- Proven leadership, inspiration skills, vision and forward thinking
- Effective ambassadorial skills – the ability to represent the Commissioner with a wide range of stakeholders and sections of the community.
- Ability to initiate and develop corporate strategies and translate into effective action
- Ability to appropriately delegate actions and responsibilities, whilst ensuring that outcomes and activities of the Commissioner are not compromised.
- Highly developed and proven political awareness and sensitivity, persuasiveness, negotiation, management and personal skills
- Articulate and an effective communicator to a variety of audiences – possessing a suitably dynamic personal style that enables engagement
- Understanding and appreciation of the challenges facing policing, including the political environment of North Wales, the Force and relevant stakeholders
- Ability to balance competing needs, analysing relevant information and developing strategies and plans that will deliver the Commissioner's vision
- High level of performance management skills
- High level of literacy, numeracy, analytical skills and creative approach to problem solving
- Ability to deal with complex issues quickly and constructively
- Ability to work under pressure

- o An understanding of and respect for the democratic process and how non-executive bodies operate
- o To have advanced knowledge of Microsoft office applications and an understanding of the web including social media

Experience/Track Record

- o Proven experience at a senior management level
- o Proven track record of managing change successfully and delivering improved performance
- o Proactive commitment to fairness and diversity and to high standards of professional conduct
- o Record of effective partnership working, influence and delivery
- o Experience of financial management at a strategic level together with successful budgetary management
- o Experience of and direct involvement in corporate level policy / strategy development
- o Record of translating long-term strategic ambitions into action plans and effectively manage implementation of these plans, revising and changing as necessary

Other

- o Willing and able to work outside office hours when necessary
- o Relish the challenge of change, development and improvement
- o Has a robust yet diplomatic style, which is capable of building consensus and lasting relationships, bringing appropriate levels of gravitas to the appointment.
- o The ability to speak Welsh is a requirement of the post.

Key Behaviours

The competencies to be measured are listed below.

Leadership / Management

A person who uses this competency effectively leads others by giving direction and focus and provides support and motivation to reach organisational goals.

Strategic Perspective

Looks at issues with a broad view to achieve the organisation's goals. Thinks ahead and prepares for the future through creating effective strategies. This person has "big picture" awareness to aid the implementation of projects.

Decisiveness and Accountability

Makes decisions promptly and courageously, stands by them, follows-up on progress, expects to be held accountable, and avoids unnecessary escalation.

Communication

Conveys messages to varied audiences clearly, concisely and in a logical manner.

Negotiating and Influencing

Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.

AGENDA ITEM 5b

Proposed Policing Precept Level

Introduction by Police Commissioner Winston Roddick

One of my main responsibilities is to set the annual precept which is that part of the police budget which is raised from local taxes. This has then to be presented to the police and crime panel for its approval. The level of the precept will determine the total budget available to North Wales Police for policing north Wales. Its importance to the quality, effectiveness and efficiency of policing north Wales is vital as it is to the ability of the Force to keep north Wales a safe place to live work and visit.

To enable the chief constable to provide an effective and efficient police service and to keep north Wales safe in those respects, I propose that the precept for 2015/16 be increased by 3.44% which is £7.83 per annum or 15p per week on a band D property.

I have had long discussions with the chief constable as to the effects of the very severe cut-backs on his ability to deliver an effective and efficient force and my police and crime objectives. We both believe that this budget will enable him to do so notwithstanding the cuts but it will be very challenging. In arriving at 3.44%, I took the following matters into account

The current economic climate.

2015/16 will be the fifth consecutive year of severe cuts for North Wales Police. £19.6m was cut over the previous 4 years. Grants were cut by 18% over the same period. All the political parties are committed to reducing the nation's annual deficit over the next Parliament and we are told that we are only half way there. It is very likely, therefore, that cuts of a similar level will be made over the next four years as were made during the previous four years.

The level of grants allocated to North Wales.

Government grants accounted for just under 55% of the total funding for 2014/15. This was reduced by 5.1% (£3.940m) in 2015/16 which was 1.9% more of a reduction than the 3.2% that North Wales Police had been lead to believe would be made. Most of that additional 1.9% was for funding Home Office initiatives with the remainder being a cut to the base amount distributed to Policing areas. During the summer of 2014, the Home Office indicated that some increases in top-slicing could be expected; therefore the planning assumption for the cuts was increased from 3.2% to 4.7% to accommodate this. On this basis, balancing the cuts that had to be made against a prudent increase, I had anticipated setting increase of 2.95% in the Council Tax. However, with the further cut in the grant, and again taking into account the savings made to date and to be made, I have had to propose the increase of 3.44% to the Council Tax to £235.44 for a Band D. This is an additional annual amount of £1.26 compared with a 2.95% increase.

The increasing costs of policing and the increasing demands on the Force's resources.

There are also new demands on the police, such as the increased terrorist threat, cyber-crime and child sexual exploitation. Therefore there are increasing pressures in the Public Protection Unit,

Cyber Crime and Firearms Licencing areas which have had to be addressed in 2015/16, some of which is to be funded from savings.

Like everyone else, the police service faces inflation. It has been kept to a minimum within the budget but the cost of the national IT service for instance has increased by 22%.

The level of reserves.

These have been reviewed. Their use to 'prop up' the budget is not sustainable but the prudent use of them to maintain and improve the estate and to allow continued recruitment at a time of reducing police numbers will assure the future of policing in North Wales.

I also asked myself what would be reasonable amount of tax to propose in the light of the increasing demands on the service, the reducing resources available to the service to meet those demands and the need to set a sustainable and stable budget for 2015/16 and future years.

Based on the assumptions set out in the accompanying papers, the Force will need to cut a further £15.5m over the next four years, £4.448m of which will need to come out of the 2015/16 budget. The front line has been protected as far as possible, but the more cuts that are made the more likely it is that they will affect front line services. The precept which I am proposing sets the chief constable a difficult challenge in making efficiencies, but also gives enough resources to provide a viable policing service for next year and for future years.

AGENDA ITEM 5c

Report from the Office of the Police and Crime Commissioner

Title:	Precept and Council Tax 2015/16
Meeting:	North Wales Police and Crime Panel, 19 January 2015
Author:	Kate Jackson, Chief Finance Officer

1. Introduction

1.1 The purpose of this report is to review the financial situation of the Police and Crime Commissioner for North Wales and to make recommendations for the 2015/16 precept and council tax.

2. Recommendations

2.1 To increase the precept to £66,673,611

- This will increase council tax by 3.44% - this is equivalent to £235.44 per annum, an increase of £7.83 per annum, or 15p per week for a band D property.
- This is an increase of 4.01% from 2014/15

2.2 To note that £4.448m of cuts are required for 2015/16; these have been identified.

2.3 To note the Medium Term Financial Plan, which includes the following assumptions:

- That Council Tax will increase by 3.5% in 2016/17, and 2.5% in 2017/18 and 2018/19.
- That policing grants will reduce by 4% in each year
- That changes to employer national insurance contributions will take effect in 2016/17 which are anticipated to have an effect equivalent to a further 3.7% grant reduction.

3. Summary Budget 2015/16

	£m	
Budget 2014/15	<u>141.204</u>	
Inflation	3.080	+2.18%
Budget requirement 2015/16	<u>144.284</u>	
Estimated total funding 2015/16		
Government Grants (funding proportion 52%)	73.162	-5.11%
Council Tax	£235.44	+3.44%
Multiplied by tax base	283,187	+0.55%
Precept (funding proportion 48%)	66.674	+4.01%
Total funding available	<u>139.836</u> -0.97%	
Cuts required	4.448	

4. Statutory Items

4.1 Quality of Information

4.1.1 The Chief Finance Officer is required under the Local Government Act 2003 (s5) to comment on the suitability of the information to be used as the basis for budgetary decisions. The Chief Finance Officer confirms that the figures in the various reports are the products of procedures that continue to be operated to the highest professional standards. These systems are audited both internally and externally, and external audit has never issued a qualified audit report. Therefore, in the opinion of the Chief Finance Officer this information is fit for purpose.

4.1.2 The same Act also requires the Chief Finance Officer to comment on the adequacy of reserves to be provided in the budget. In the opinion of the Chief Finance Officer the general reserve will continue to be adequate for the day to day operational needs of the Force. The reserves have been reviewed, and further details are provided in paragraph 10.

5. Background

5.1 Cuts of £19.653m will have been achieved over the 4 years of the Comprehensive Spending Review 2010 (CSR2010). Grant funding has reduced by 18% over the four year period, and total precept income has increased by 14.5% over the same period; this has resulted in a 13.5% real-terms reduction in the total budget. The table below details the cuts made to date:

Year	2011/12	2012/13	2013/14	2014/15	Total
Cuts made	£4.678m	£6.016m	£4.634m	£4.325m	£19.653m

5.2 It has been well publicised that the national annual deficit has reduced by only around half the required amount over the last four years. The annual deficit figure was £159 billion in 2010/11, and the Office for Budget Responsibility is projecting a figure of £91bn for 2014/15. The general election in May 2015 creates uncertainty, but all political parties are indicating that they intend to “balance the books” over the next parliament. This will mean additional cuts for the Police service over the next four years, which are likely to be on a similar scale to the last four years.

6. The Planning Environment

6.1 The attached Medium Term Financial Plan (MTFP) sets out the planning environment. It includes previous years’ figures, together with projections for revenue income and expenditure, and plans for capital and reserves.

6.2 No provision Government Funding Allocations for 2015/16 had been given at the time of the 2014/15 settlement. However, it was apparent that cuts would continue over the period of the next parliament at least. A process for identifying and delivering savings for the period 2015/16 to 2017/18 was established during 2014/15 under the governance of the Strategic Planning Board, which is chaired by the Chief Constable.

- 6.3 The Strategic Planning Board identified 22 initial work streams. These were identified from a combination of existing work and the use of benchmarking, such as the HMIC's Value for Money profiles. Final recommendations were made on 15 September 2014; a brief overview is shown in section 8 of this report.
- 6.4 In addition to identifying the savings required, the normal process to determine future budget requirements was undertaken, which is explained in more detail in the MTFP. The following were taken into account in developing the MTFP:
- Local and national priorities as set out in the Police and Crime Plan, the Strategic Policing Requirement and the Action Plan 2015/16
 - New and developing pressures
 - The strategic planning process
 - Other force strategies
 - Current economic climate
 - The current financial position
 - Estimates of resources available
 - Budget forecasts for the period, including pay awards
 - The capital programme, the Prudential Code and the effect on the revenue budget
 - Reserves and balances
 - Income generation, trading activities and grants
 - Collaboration
- 6.5 A total of £4.325m was cut from the 2014/15 budget compared to the previous financial year. These cuts are being delivered as planned, and the current projection is that the budget will break even at the end of the financial year.
- 6.6 The HMIC and the Wales Audit Office review annually the Force and its overall financial position, planning process and annual savings; further details are included in the MTFP. It has been noted that, to date, the Force has been able to protect front-line services and officers numbers as far as possible, and that a greater proportion of non-staff saving has been made compared to the national position, but that this is becoming increasingly difficult.

7. Funding Allocations

- 7.1 No provisional Government Funding Allocations for 2015/16 had been given at the time of the 2013/14 settlement, although following the Chancellor's mini spending review in June 2013 the Home Office announced that the total police budget within the Home Office would be cut by 4.9% in real terms which, after taking inflation into account, equated to a 3.2% cash reduction. It was assumed that this cut would be passed on to policing areas; therefore this was the estimated cut used in the 2014/15 MTFP.
- 7.2 During the summer, informal discussions with the Home Office confirmed that the planning assumption being used by them was a 3.2% cash reduction in police budgets for 2015/16. However, at that point the additional funding retained for "central allocations" (top-slicing) to fund Home Office initiatives was not known. An additional 1.5% cut had already been

made in 2014/15, with the expectation that it would be unreasonable to make the same additional cuts in 2015/16. During the summer, indications were given that top-slicing would be increased by a similar level again in 2015/16; this was built into the future projections being addressed by the Strategic Planning Board.

7.3 The Home Secretary and the Minister of State for Policing, Criminal Justice and Victims announced the funding allocations for each policing area on 17 December 2014. The main points of the announcement are:

- A total cash reduction of 5.1%, which equates to a reduction in grant of £3.940m
The cut is made up of the base reduction in grants, which has been passed on to policing areas by the Home Office and additional “top-slicing” to fund Home Office initiatives.
- The base reduction equates to £2.621m for North Wales. The 3.2% planning assumption increased to 3.4%. The reason for this change, as provided by the Police and Crime Commissioners’ Treasurers’ Society (PACCTS) technical team, is:
At the time of the 2013 Spending Round, the police were expecting cuts of 3.2% in 2015/16 in cash terms; which at the time equated to 4.9% in real terms. The Home Office have updated the deflators used so, whilst the real-terms cut is the same at 4.9%, the cash cut is now 3.4%. This means that the Home Office have passed on some of the 1.1% Home Office Departmental Expenditure Limit (DEL) cut but not all of it.
- The second element is the top-slicing of the distributed police funding to fund Home Office initiatives. This is an additional 1.5% cut, which equates to a reduction of £1.319m. In addition, funding for existing initiatives has been protected, which means that the effect of the base reduction falls entirely on the distributed budgets – an additional 0.2%. The settlement shows provisional top-slices in 2015/16 totalling £176.8m, compared with £90m in 2014/15. There are three new top-slices in 2015/16:
 - **Police Knowledge Fund (£5m)** – further details will be provided in due course; however, it is linked to driving improvements in the same way as the Innovation Fund
 - **Major Projects Fund (£40m)** – the top-slice will support development of the National Police Data Programme, Home Office Biometrics and the Emergency Services Mobile Communications Programme
 - **Police Special Grant (£15m)** – a contingency fund which will support forces facing unplanned or unexpected additional pressures which place them at financial risk.

There has been a significant increase in the IPCC top slice, which is to increase by 67% from £18m to £30m in 2015/16. The Home Office states this is to enable the IPCC to deliver significantly more independent investigations as staff are recruited. The Police Innovation Fund is also increasing from £50m to £70m.

7.4 In summary, total Government funding for 2015/16 will be £73.162m, a reduction of £3.940m from the 2014/15 settlement of £77.102m. Had the cut been in line with the Home Office’s original planning assumption of 3.2% (which was used in the 2014/15 to 2017/18 MTFP) the cut would have equated to £2.467m; therefore a further gap of £1.473m must be addressed during this budget process.

If the overall grant cut had been 4.7% cash reduction, as previously indicated by the Home Office, a council tax increase of 2.95% would have been sufficient; however, this additional cut, together with a continuing need to make further savings, and a legal requirement to set a balanced budget means that an increase of 3.44% is necessary.

- 7.5 English policing areas have been able to receive additional funding in return for not increasing council tax (Council Tax Freeze Grant). This amounts to £503m in 2015/16 in relation to previous financial years, an increase of £3m compared with 2014/15. Where this option has been exercised, this is equivalent to an average of £30 per Band D property. This is not available to policing areas in Wales.
- 7.6 No announcement has been made on funding for 2016/17 and beyond. The General Election will be held in May 2015, and all political parties have stated a commitment to reducing the nation's annual deficit. It is likely that this will mean at least the same level of cuts in the base grant until 2018/19, whilst there will be additional pressure from the protection of ring-fenced elements of the Home Office budget, together with the possibility of additional top-slicing. The previous MTFP estimated that future cuts would be 3%; taking all of the above information into account, it has been decided that it would be prudent to increase this assumption to 4%. A better indication may be available in the months following the election as the new government sets out its financial plans.
- 7.7 The government is currently following a policy of ensuring that all Force areas have the same percentage cut in base grant. This means that the police funding formula developed in 2007 has not been applied; this was also the policy of the previous government. This means that North Wales receives a "floor grant" to ensure that we have the same cut as all other forces. Roughly half of all force areas receive some element of floor grant; the total floor grant for North Wales for 2015/16 is £11.028m.
- 7.8 The funding formula is under review by the Home Office, but proposals resulting from this review will not be made until after the general election. It is not known whether the policy of applying the same level of cuts to all policing areas will continue. Both of these issues present the Force with considerable financial uncertainty and risk in the future.

8. Budget 2015/16 to 2018/19

- 8.1 A summary of the Budget Forecast and changes for 2015/16 and future years are shown in Appendix A.
- 8.2 Some of the assumptions for future years have been updated as detailed above. The main assumptions are:
- Annual pay inflation 1% from September each year
 - General inflation 2%
 - Specific inflation applied where known (e.g. National IT systems charges increase by 22% in 2015/16)
 - Council Tax increase of 3.44% in 2015/16; 3.5% in 2016/17; and 2.5% in 2017/18 and 2018/19

- Grant reduction of 5.1% for 2014/15; 4% thereafter
- Changes in National Insurance charges in 2016/17 will add a further £2.7m to the pay bill, equivalent to a 3.7% additional cut

8.3 Based on these assumptions, the cuts required over the next four years are estimated to be £15.513m, broken down as follows:

	2015/16	2016/17	2017/18	2018/19
Cuts required	£4.448m	£4.563m	£3.382m	£3.120m

8.4 The effect of inflation and grant cuts are:

	2015/16	2016/17	2017/18	2018/19
Inflationary increases	£3.080m (2.18%)	£4.143m (2.96%)	£2.478m (1.72%)	£2.383m (1.63%)
Reduction in Grant	£3.940m (5.1%)	£2.926m (4.0%)	£2.810m (4.0%)	£2.697m (4.0%)
Less: additional funding from Increase in Council Tax	(£2.572m) (3.44%)	(£2.506m) (3.5%)	(£1.906m) (2.5%)	(£1.960m) (2.5%)
Revised Deficit	£4.448m	£4.563m	£3.382m	£3.120m

8.5 Addressing local and national priorities requires additional resources in certain areas of work. The majority of this can be addressed by re-prioritising within services; however there are some emerging requirements that need additional staff, which have been funded from the cuts identified. The inflation figure above includes £0.437m additional investment in the Public Protection Unit (PPU) and Firearms licensing. Online activity and the risks of exploitation of vulnerable children have resulted in the investment being required in PPU. The required level of scrutiny of firearms licences, with a projection of an increase in renewals over the next three years, has resulted in additional resources being needed.

8.6 The Strategic Planning Board has identified and agreed £4.448m of cuts for 2015/16 across all areas of the force; these are listed below:

Cuts to be taken in 2015/16	
Business Service Review	£0.642m
Corporate Service Review	£0.084m
Operational Futures LPS	£0.269m
Operational Futures PCSO's	£0.507m
Forensics Review	£0.300m
Scientific Support	£0.033m
Public Protection Unit	£0.096m
Communication Futures	£0.499m
Operational Planning	£0.075m
Road Policing	£0.104m
Estates	£0.126m
Vehicles and transport	£0.075m

Analysts	£0.056m
Overtime	£0.150m
Firearms Alliance	£0.300m
Employment Conditions (CRTP)	£0.203m
Capital and Borrowing	£0.400m
Budget Review	£0.529m
Total to be cut	£4.448m

- 8.7 This leaves £11.065m to be saved over the period 2016/17 to 2018/19. The initial 22 work streams agreed by the Strategic Planning board identified a potential £4.729m to be taken in 2016/17 and 2017/18; the plans for these savings need to be developed and ratified before they are implemented. In order to address the remaining gap of £6.336m, 18 additional work streams have been identified and work will continue over the next 6 months. The potential savings identified for 2016/17 to 2017/18 are:

	2016/17 and 2017/18
Business Service Review	£0.797m
Corporate Service Review	£0.400m
Operation Futures LPS	£0.191m
Operational Futures PCSO's	£1.029m
Scientific Support	£0.267m
Communication Futures	£0.393m
Estates	£0.209m
Vehicles and Transport	£0.303m
Analysts	£0.035m
Overtime	£0.150m
IT Contracts	£0.700m
National Police Air Service	£0.100m
Employment Conditions (CRTP)	£0.155m
Total	£4.729m

- 8.8 To date, 40% of the cuts made by North Wales Police have been from non-staff budgets, compared to 29% nationally. As staff costs account for nearly 80% of the net budget, there will be greater pressure in future to cut staffing budgets, be they Officers, PCSO's or Support Staff. The Plans detailed above will result in the following staffing reductions:

	2015/16	2016/17 (Estimated)	2017/18 (Estimated)	Total
Officers	35	10	2	47
PCSO's	19	19	21	59
Staff	3	26	12	41
Total	57	55	35	147
Civilianisation included	19	3	1	23

- 8.9 The estimated additional cut required of £6.336m is likely to fall on staffing budgets. All other areas will be continually reviewed, but as they have already been cut, it is becoming

increasingly difficult to identify non-staff savings. If the total £6.336m were to be found from staffing (Officers, PCSO's or Support Staff) an estimated reduction of 181 posts would be required on top of the 147 detailed above. If the council tax increases were to remain at 2%, as detailed in the previous MTFP, an estimated 78 further posts would need to be cut.

9.0 Risks

9.1 Details of future risks to the budget are included in the MTFP. A summary of the major risks is given below; some of these have already been highlighted within this report:

- Funding uncertainty, including top-slicing, and details being provided late in the planning cycle
- Future changes to the funding formula may be detrimental to North Wales; withdrawal of the floor grant
- Emerging national and local requirements
- Delivering existing savings plans
- Identifying future savings plans
- A worsening of the national economic position requiring additional cuts to be imposed
- Increase in pay costs (including pension contributions and national insurance) – pay accounts for approximately 80% of the net budget.

10. Resilience and Reserves

10.1 The Commissioner has a duty to ensure he holds adequate financial reserve to manage risks. In addition to the funding and forecasting risks detailed above, the Commissioner needs to cater for expenditure risk (spending in excess of budget) including costly major incidents, natural disasters or other unforeseen events. Traditionally, this risk has been managed through contingency budgets, which have been part of the annual budget. These are being reduced, and a greater proportion of that risk is being transferred to Reserves and Balances.

10.2 The General Reserve currently stands at £7.189m, which is 5.14% of the estimated 2015/16 net budget. The prudent range is considered to be 3-5% of net budget. A review of the reserves was carried out as part of the budget setting process and, as there is now a specific Major Incident Reserve, it has been decided to reduce the General Reserve to £4.189, being 3% of net budget. This is possible as the General Reserve previously included an element to cover Major Incidents, had this been required.

10.3 Two of the earmarked reserves are to be closed: the Revenue and Projects Reserve (£1.949m) and the Management of Change Reserve (£1.659m). Both of these reserves were established to manage the cost of reducing budgets. These two changes, together with the £3m released from the General Reserve are to be reallocated as follows: Capital Reserve £2m; Cost of Change Reserve £2.6m; and Estates Security and Maintenance Backlog Reserve £1.6m.

10.4 The eventual use of the reserves will depend on final decisions on capital expenditure and the final revenue settlements; the table below shows the current plan on how the earmarked reserves may be best used to support service provision and reduce pressure on

revenue budgets. Where the use of the reserve cannot be predicted (e.g. the Major Incident Reserve) no changes are shown. The use of reserves will be monitored and reviewed regularly.

Usable reserves as at:	31 March 2014 £m	31 March 2015 £m	31 March 2016 £m	31 March 2017 £m	31 March 2018 £m	31 March 2019 £3m	
Capital Receipts Reserve	3.240	1.736	-	-	-	-	Can be used only for capital
General Fund	7.189	4.189	4.189	4.189	4.189	4.189	Set at 3% of net budget from 2015/16
Earmarked Reserves	30.943	30.547	19.189	16.324	14.638	12.875	Details below
Total Usable Reserves	41.372	36.472	23.378	20.513	18.827	17.064	

A breakdown of the estimated Earmarked Reserves at the end of each financial year is shown below. Further details are included in the MTFP.

Description	31 March 2014 £m	31 March 2015 £m	31 March 2016 £m	31 March 2017 £m	31 March 2018 £m	31 March 2019 £m
Capital Investment	13.626	12.682	3.356	2.000	2.000	2.000
Major Incident	2.235	2.235	2.235	2.235	2.235	2.235
Pension Ill Health Reserve	0.881	0.881	0.881	0.881	0.881	0.881
Insurance Reserve	1.259	1.259	1.259	1.259	1.259	1.259
Management of Change	1.659	-	-	-	-	-
PFI Reserve	3.061	3.434	3.729	4.024	4.142	4.183
Probationer Reserve	4.840	4.140	3.440	2.740	2.040	1.340
Revenue and Project Costs	1.949	-	-	-	-	-
Estates Security and Maintenance	-	2.000	1.500	1.000	0.500	-
Cost of Change	-	2.608	1.608	1.108	0.608	0.108
Partnership Reserve	0.838	0.734	0.630	0.526	0.422	0.318
Commissioner's Community Safety Fund	0.229	0.229	0.229	0.229	0.229	0.229
OPCC including Legal and Participatory Budgets	0.366	0.345	0.322	0.322	0.322	0.322
Total	30.943	30,547	19.189	16.324	14,638	12,875

11. Capital

- 11.1 The capital programme for 2014/15, as detailed within the previous MTFP was £13.9m, when the carried forward amounts from 2013/14 are included this increased to £15.3m. Over half of this budget relates to the: Wrexham Project (£4.4m); Llandudno Development

(£2.75m); and Pwllheli Relocation (£0.85m) – total £8m. The initial business cases for these projects have been agreed, but it is unlikely that building works will start this financial year; therefore the costs for these projects, and all others in the capital programme, have been reviewed and re-profiled, giving a revised capital programme of £7.035m for 2014/15. Additional details are shown in the MTFP.

- 11.2 Plans beyond 2016/17 are limited at the current time to Vehicle and IT replacement programmes. An estates review will take place during 2015/16 and the capital programme will be reviewed following this and the completion of the major works to be carried out over the next two years.

Summary Capital Programme 2014/15 to 2016/17

Expenditure	£m
Estates	21.720
Vehicles and Equipment	5.202
Information Technology and Computing	6.239
Total Expenditure	33.161
Funding	
Grants	3.300
Revenue Contribution	2.096
Reserves	13.626
Capital Receipts	6.117
Borrowing	8.022
Total Funding	33.161

12. Consideration of the Options

- 12.1 The Commissioner has considered all of the options available. Based on figures provided by the Home Office, the previous MTFP had an estimated cut in grant of 3.2%; the final figure of 5.1% is considerably higher. The Force had presented draft plans based on an estimated grant reduction of 4.7%. In deciding on the proposed Council Tax increase, the balance between an affordable increase and protecting the policing service has to be struck. This must be based on what has happened over the last four years and predictions for the next four. Additional cuts will invariably hit front line and officer numbers. A grant cut of 4.7% would have allowed a Council Tax increase of 2.95% to be set, but with the grant cut set by the Home Office at 5.1% an increase of 3.44% is necessary. The difference between a 2.95% increase and a 3.44% increase is £1.17 per annum, or 2p per week per Band D property.
- 12.2 The Commissioner has held discussions with the Chief Constable who has confirmed that the council tax increase of 3.44% provides sufficient budget to enable the operational delivery of the policing service in 2015/16. However, due to future uncertainty over the level of grant and changes in operational pressures, it is not possible to comment at the stage as to whether the planning assumptions for future increases are sustainable in the medium term.
- 12.3 Increasing the Council Tax by 3.44% the valuations for each property band are:

Tax Band	A	B	C	D	E	F	G	H	I
Council Tax £	156.96	183.12	209.28	235.44	287.76	340.08	392.40	470.88	549.36

12.4 The precept for each billing area will be:

Billing Authority	Tax Base	Precept
Isle of Anglesey County Council	30,188.51	£7,107,583
Gwynedd Council	49,835.48	£11,733,265
Conwy County Borough Council	49,634.93	£11,686,048
Denbighshire County Council	38,738.35	£9,120,557
Flintshire County Council	61,933.00	£14,595,632
Wrexham County Borough Council	52,797.00	£12,430,526
Total	283,187.27	£66,673,611

13. Implications

Diversity	The report's recommendations will affect the Force's employee numbers in future years.
Financial	The purpose of this report is to recommend the Precept and Council Tax for 2015/16, and the factors taken into account in making this recommendation. Although the recommendation is for a single financial year, it is important to consider the medium to long term position in reaching a decision. Adequate financial resources are vital to the delivery of the Police and Crime Plan and to fulfil our legal requirements.
Legal	This report, in conjunction with the Medium Term Financial Plan, provides sufficient information for the Police and Crime Panel to make a decision that could stand future legal challenge.
Risk	The report identifies and evaluates the risks from the recommendations.
Police and Crime	No separate police and crime implications.

Budget 2014-15 to 2018-19								Appendix A	
	Annual		Annual		Annual		Annual		Annual
	Budget		Budget		Budget		Budget		Budget
	2014-15		2015-16		2016-17		2017-18		2018-19
Expenditure	£000		£000		£000		£000		£000
1 Police Officer Pay	71,212	50	71,262	2,617	73,879	1,210	75,089	1,216	76,305
2 Police Staff Pay	40,471	-199	40,272	344	40,616	640	41,256	644	41,900
3 Police Officer Overtime	2,133	-155	1,978	0	1,978	0	1,978	0	1,978
4 Police Staff Overtime	411	0	411	0	411	0	411	0	411
5 Allowances	2,548	-524	2,024	455	2,479	-50	2,429	-50	2,379
6 Training	639	32	671	33	704	36	740	37	777
7 Other Employee	660	13	673	13	686	14	700	14	714
8 Direct Pension Payments	3,020	82	3,102	84	3,186	86	3,272	88	3,360
9 Energy Costs	1,409	0	1,409	71	1,480	74	1,554	78	1,632
10 Building Running Costs	6,778	-114	6,664	133	6,797	136	6,933	139	7,072
11 Repairs & Maintenance of Vehicles	838	19	857	17	874	17	891	18	909
12 Vehicle Running Costs	2,084	-62	2,022	83	2,105	86	2,191	89	2,280
13 Car & Travelling Allowances	719	13	732	15	747	14	761	16	777
14 Air Support Unit	1,394	0	1,394	0	1,394	0	1,394	0	1,394
15 Equipment	665	-3	662	14	676	13	689	14	703
16 Clothing and Uniforms	426	0	426	0	426	0	426	0	426
17 Printing and Stationery	545	11	556	11	567	11	578	12	590
18 IT and Communications	9,114	-23	9,091	0	9,091	0	9,091	0	9,091
19 Subsistence	285	4	289	6	295	6	301	6	307
20 Other Supplies and Services	7,243	483	7,726	226	7,952	236	8,188	90	8,278
21 Forensics	1,351	-273	1,078	21	1,099	22	1,121	23	1,144
22 Debt Charges & Contribution to Capital	1,904	-400	1,504	0	1,504	0	1,504	0	1,504
		0		0		0		0	
23 Special Situations Contingency	554	-154	400	0	400	0	400	0	400
24 Inflation and General Contingency	468	-68	400	0	400	0	400	0	400
25 Community Safety Fund	1,166	0	1,166	0	1,166	0	1,166	0	1,166
Gross Expenditure	158,037	-1,268	156,769	4,143	160,912	2,551	163,463	2,434	165,897
Income									
26 Secondments	-1,485	185	-1,300	0	-1,300	0	-1,300	0	-1,300
27 Interest on Balances	-271	0	-271	0	-271	0	-271	0	-271
28 Income	-5,298	-100	-5,398	0	-5,398	0	-5,398	0	-5,398
29 Specific Grants	-10,048	-3	-10,051	0	-10,051	0	-10,051	53	-9,998
Total Income	-17,102	82	-17,020	0	-17,020	0	-17,020	53	-16,967
30 PFI Reserve	373	-78	295	0	295	-73	222	-104	118
31 Speed Awareness Reserve	-104	-104	-208	0	-208	0	-208	0	-208
32 Additional from Reserves	0	0	0	0	0	0	0	0	0
Net Expenditure	141,204	-1,368	139,836	4,143	143,979	2,478	146,457	2,383	148,840
33 Total Grants	-77,102	3,940	-73,162	2,926	-70,236	2,810	-67,426	2,697	-64,729
34 Precept	-64,102	-2,572	-66,674	-2,506	-69,180	-1,906	-71,086	-1,960	-73,046
Funding	-141,204	1,368	-139,836	420	-139,416	904	-138,512	737	-137,775
Annual Balance	0	0	0	4,563	4,563	3,382	3,382	3,120	3,120
Cummulative					4,563		7,945		11,065

**Police and Crime Commissioner and Chief Constable for
North Wales Police Force**

Medium Term Financial Plan

2015-16 to 2018-19

1. Introduction

1.1 The Medium Term Financial Plan (MTFP) links the Policing Plan 2015-2018 and the Policing Priorities agreed by the Police and Crime Commissioner and the Chief Constable with the Financial Strategy (Appendix A) and the Resources available.

1.2 Aim

The aim of this paper is to give details of how the budget has been balanced to date and the plans for balancing future years whilst maintaining performance and ensuring local and national priorities are achieved.

1.3 Background

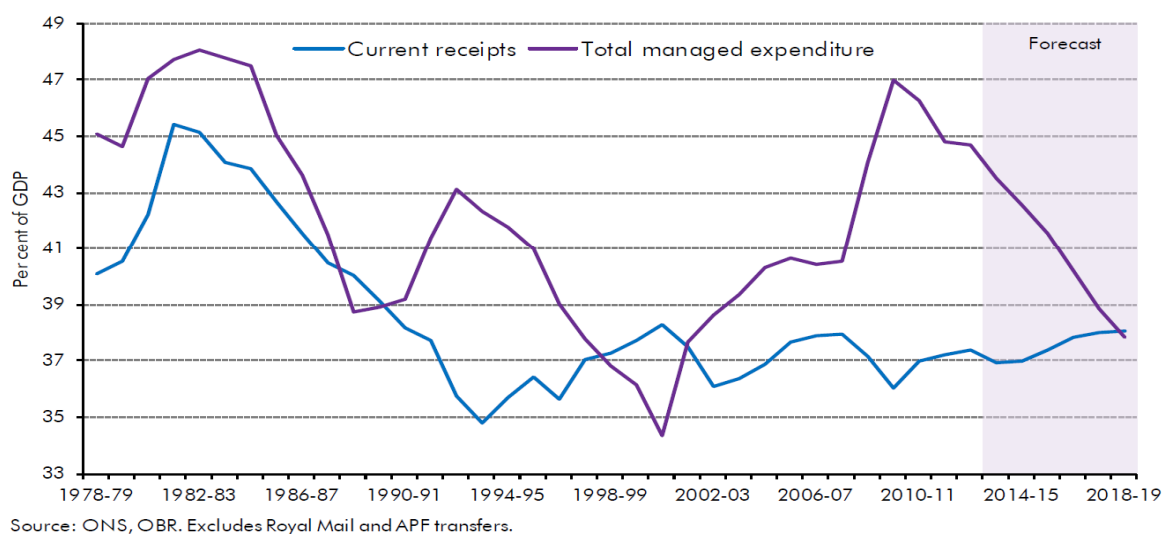
This Government's original Comprehensive Spending Review (CSR2010) covered the period 2011 to 2015; the Review included substantial cuts across the public sector. The original planned cash reduction in Police Budgets over the 4 years was 12%. The Police Authority set a Council Tax at a 4% increase for 2011-12 and 2.5% for 2012-13. A Council Tax increase of 4% was set in 2013-14 which included the re investment of £1.8m savings in an additional 51 Police Officer posts. A Council Tax increase of 2% was set for 2014-15. The table below documents the cuts made to date:

Year	2011-12	2012-13	2013-14	2014-15	Total
Cuts made	4.678m	6.016m	4.634m	4.325m	19.653m

1.4 Cuts of £19.653m will have been achieved over the 4 years of the CSR2010, with £1.8m being re invested in front line posts. Grant funding has been reduced by 18% over the four year period, total precept income has increased by 14.5% over the same period, this has resulted in a 13.5% real term reduction in the total budget.

1.5 It has been well publicised that the national annual deficit has been reduced by only around half the required amount over the last four years. The annual deficit figure was £159 billion in 2010-11 and the Office of Budget Responsibility is projecting a figure of £91bn for 2014-15. There is the uncertainty of the general election in May 2015 but all political parties are indicating that they intend to 'balance the books' over the next parliament. **This will mean additional cuts for the Police service over the next four years on a similar scale to the last four years.** The scale of the problem is shown on the graph below:

Chart 1.3: Total public spending and receipts: March 2014 forecast



2. Planning Process

- 2.1 Saving plans for the period 2011-12 to 2014-15 were originally set out during 2010-11 when the first austerity Comprehensive Spending Review (2010CSR) was announced. It was apparent during the budget setting process for 2014-15 that the cuts would continue over the period of the next parliament at least. The savings taken in 2014-15 were in the main the final savings from the work undertaken and implemented following the 2010CSR. A process for identifying and delivering savings for the period 2015-16 to 2017-18 was introduced during 2014-15 under the governance of the Strategic Planning Board.
- 2.2 The Strategic Planning Board (SPB) chaired by the Chief Constable was established to identify savings and provide governance for their agreement and implementation for the period 2015-16 to 2017-18. It is attended by all Service leads and representatives from the Office of the Police and Crime Commissioner, Staff Associations, Finance and Human Resources and others as required.
- 2.3 The SPB initially identified 22 work streams. These were identified from a combination of internal reviews already undertaken and the HMIC Value for Money Profiles (HMIC VFM). A Service Lead or Functional Lead was allocated to each work stream. Final recommendations were made on 15 September 2014 and, once agreed, a final due diligence process was carried out on the proposed savings. Further details of these savings are included in Section 6 of this report.
- 2.4 In addition to identifying the savings required, the normal budget process to develop future budget requirements was undertaken, details of which are set out in this Medium Term Financial Plan (MTFP). In developing this MTFP the following were taken into account:
- Local and National priorities as set out in the Police and Crime Plan and the Action Plan 2015-16
 - New and developing pressures

- The strategic planning process
- Other Force strategies
- Current economic climate
- Estimates of resources available to fund the Medium Term Financial Plan
- Budget forecasts for the period including pay awards
- The current financial position.
- The Capital Programme, Prudential Code and their effect on the Revenue Budget
- Reserves and Balances
- Income generation, trading activities and grants
- Collaboration

2.5 Draft budgets were discussed in detail by the Chief Officer Team and Service leads on 4 November 2014. The proposals were discussed by the Commissioner's and Chief Constable's Chief Finance Officers on 13 November 2014. A meeting was held between the Commissioner, the Chief Constable and their representatives on 3 December to discuss the budget proposals. The Government's Grant figures were announced on 17 December. The final proposals were agreed on 18 December at a meeting between the Commissioner and his staff and the Chief Officer Team.

2.6 The following sections detail all developments since the previous MTFP, giving the updated position for Revenue, Capital and Reserves.

3. 2014-15 Budget

3.1 Government Funding was cut by 4.8% in 2014-15, making the total grant cash cut for the period 2011-12 to 2014-15 18%. This is 6% higher than the 12% originally announced by the Home Office in 2010. The increase was due to the economic climate being worse than originally anticipated and also that the Home Office made additional cuts in order to fund specific initiatives centrally. To balance the 2014-15 budget £4.325m cuts were made. These are on target to be delivered and the current projection is for a break even budget position at the end of 2014-15. The cuts made are detailed below:

Cuts made in 2014-15

	£m
Project 2011+ and other Reviews	-0.666
Allowances, Overtime and Turnover	-1.324
Pension Costs	-0.400
IT Replacement Programme	-0.321
Firearms Alliance	-0.400
Forensics	-0.150
Income	-0.540
Grants	-0.414
Inflation	-0.110
Total	<u>-4.325</u>

3.2 The HMIC and Wales Audit Office (WAO) review annually: the Force's financial position; planning process; savings already made; and savings yet to be made. A summary of the reviews and audits undertaken is given below.

3.3 The HMIC have been conducting *Valuing the Police* reviews over the last four years. The last of these has been incorporated into their new review programme *PEEL Reviews* (Police Efficiency, Effectiveness and Legitimacy). The three questions addressed in terms on finances are:

1. To what extent is the Force efficient?
2. To what extent is the Force taking steps to ensure a secure financial position for the short and long term?
3. To what extent has the Force got an affordable way of providing policing?

3.4 Forces are graded as being '*outstanding*', '*good*', '*requires improvement*', or '*inadequate*' in each question addressed. The grading given against all three questions was '*good*'. The following overall comments were made:

"North Wales Police is on track to meet its spending review challenge and is financially well-placed to face further cuts, but there are funding uncertainties that may increase future financial pressures.

North Wales is not only on track to meet its financial challenge for the spending review period but also for the following financial year, 2015/16. It has made the savings it needed with one of the smallest planned reductions in police officer numbers in England and Wales and with no overall reduction in its total workforce. This has enabled it to increase the numbers of staff on the front line.

...40% of savings have come from non-staff" (compared to 29% nationally)

The full assessment can be found at

<http://www.justiceinspectors.gov.uk/hmic/north-wales/>

- 3.5 The WAO made the following comments on their value for money assessment in their annual audit letter; the assessment is based on a set of seven criteria and ten questions.

"I am satisfied as to the existence of the arrangements the Commissioner and Chief Constable had in place during 2013-14 to secure economy, efficiency and effectiveness in their use of resources."

- 3.6 Both assessments show that the cuts are being managed and that the strategy of protecting the front line and number of Police Officers is being achieved as far as possible, but that this is going to be increasingly difficult in future years.

4. Funding Allocations

- 4.1 No Provisional Government Funding Allocations for 2016-17 were given as part of the 2015-16 settlement. Following the Chancellor's mini spending Review in June 2013 the Home Office announced that the Police total budget within the Home Office would be cut by 4.9% in real terms, which, after taking inflation into account, equated to a 3.2% cash reduction; it was assumed that this cut would be passed on the Policing areas. This was the estimated cut used in the 2014-15 MTFP.

- 4.2 During the summer informal discussions with the Home Office confirmed that the planning assumption being used by them was for a 3.2% cash reduction in Police budgets for 2015-16. However, the unknown factor was the amount of additional cuts to be made, known as 'top slicing', to fund Home Office initiatives. An additional 1.5% cut had already been made in 2014-15, with the expectation that it would be unreasonable to make the same additional cuts in 2015-16. However, the indications given over the summer was that 'top slicing' would be increased by a similar level again in 2015-16. This was built into the future projections being addressed by the SPB.

- 4.3 The Home Secretary and Policing Minister announced the funding allocations for each Policing area on 17 December 2014. The main points of the announcements were as follows:

- A total cash reduction of 5.1% which equates to a reduction in grant of £3.940m.
- The cut is made up of the based reduction in grants passed on by the Home Office to policing areas and the 'top slicing' that the Home Office have made to fund their own initiatives. The 3.2% planning assumption for the base reduction has increased to 3.4%. This equates to £2.621m of the total grant reduction. The for this as given by the Police and Crime Commissioners Treasurers Society's (PACCTS) technical team was:

'At the time of the 2013 Spending Round the police were expecting cuts of 3.2% in 2015-16 in cash terms; which at the time equated to 4.9% in real terms. The Home

Office have updated the deflators used so; whilst the real-terms cut is the same at 4.9%, the cash cut is now 3.4%. This means that the Home Office have passed on some of the 1.1% Home Office Departmental Expenditure Limit (DEL) cut but not all of it.'

- The second element is the top slicing of the distributed police funding to fund Home Office initiatives. This is an additional 1.5% cut which equates to a reduction of £1.319m. Previous initiatives have been ring fenced which passed some additional cuts to the distributed budgets. The settlement shows provisional top slices in 2015-16 totalling £176.8m. In 2014-15 the figure was just £90m. There are three new top-slices in 2015-16;
 - **Police Knowledge Fund (£5m)** - Further details will be provided in due course, however it is linked to driving improvements in the same way as the Innovation Fund.
 - **Major Projects Fund (£40m)** - The top slice will support development of the National Police Data Programme, Home Office Biometrics and the Emergency Services Mobile Communications Programme.
 - **Police Special Grant (£15m)** - A contingency fund which will support forces facing unplanned or unexpected additional pressures which place them at financial risk.

There has been a significant increase in the IPCC top-slice – up 67% from £18m to £30m in 2015-16. The Home Office states this is to enable the IPCC to deliver significantly more independent investigations as investigations staff are recruited. In addition, the Police Innovation Fund was increased from £50m to £70m.

- 4.4 The additional cuts to fund Home Office initiatives have resulted in £2.5m reduction in grants over two years. In addition to this the costs of national IT systems have increased by 22% for 2015-16 which in essence is a further £0.16m cut. The added pressure caused by these additional cuts have been highlighted to the Home Office by a number of national bodies but to date the Home Office have continued to make the additional cuts.
- 4.5 In summary total Government Funding for 2015-16 will be £73.162m, this is a reduction of £3.940m from the 2014-15 figure of £77.102m. The cut based on the Home Office's original planning assumption of 3.2% as set out in last year's MTFP would have been £2.467m, which therefore means that a further gap of £1.473m has had to be addressed during this budget round.
- 4.6 English Policing areas receive additional funding from the initiatives that the Government has introduced in England to encourage zero Council Tax increases (Council Tax Freeze Grant). This amounts to £503m in 2015-16 in relation to previous financial years, an increase of £3m from the 2014-15 figure. Where applicable, this is, on average, the equivalent of a £30 'top up' to a Band D Council Tax. This funding is not available in Wales.

- 4.6 No announcement has been made on funding from 2016-17 onwards. The General Election will be held in May 2015, all parties have stated their commitment to reduce the nation's annual deficit. It is likely that this will mean at least the same level of cuts in the base grant until 2018-19, while there will additional pressure from the ring fenced element of the Home Office budget with the possibility of additional top slicing. The base estimate of future cuts was 3% in the last MTFP, taking all the above into account, it has been decided that it would be prudent to increase the projected annual cut to 4%. A better indication should be given in the months following the election as the new Government set out their financial plans.
- 4.7 The current government have followed a policy of ensuring that all Force areas have the same percentage cut in base grant. This means that the Police funding formula developed in 2007 has not been applied to the funding total; this was also the policy of the previous Government. In order to account for the difference between the formula grant and the actual grant received, North Wales receive a 'Floor Grant' to ensure that we have the same cut to the base grants as all other Forces. Roughly half of Forces receive some element of floor grant. The total Floor Grant to be received in 2015-16 is £11.028m.
- 4.8 The funding formula is under review by the Home Office, but proposals from the review will not be made until after the general election. It is not known whether the policy of applying the same level of cuts to all Policing areas will continue. Both of these issues present the Force with considerable uncertainty and risk in the future.

5. Council Tax and Precept

- 5.1 There are two elements to the total net Police Budget, the total of the Police Grants and the Precept. The proportion of these two funding streams for North Wales Police is as follows:

	2014-15	
	£m	%
Total Government Grants	77.102	54.6%
Total Precepts	64.102	45.4%
Total Budget Requirement	141.204	

- 5.2 Council Tax is calculated by dividing the total precept requirement by the tax base, the tax base being the number equivalent Band D properties in each Force area. The Tax Base is provided by the six Local Authorities in North Wales. In 2013-14 there was a decrease in the tax base due to an estimated reduction in the amounts that could be collected by the Local Authorities The tax base for 2014-15 increased, and

again in 2015-16 the tax base has increased slightly by 0.55%. This means that a percentage increase in the Council Tax will give a slightly higher percentage increase in Precept (the Precept being the total income from Council Tax)

- 5.3 The rules for limiting the increase in the Council Tax, called the capping rules, are different for England and Wales. English Police Areas have had access to separate grants if they agreed to limit the Council Tax increases. These were previously paid by the Department of Communities and Local Government (DCLG) but have now been consolidated into the Home Office Grant and total £503m in 2015-16. North Wales has the highest Council Tax in England and Wales, but if these legacy Council Tax Grants were taken into consideration, North Wales would be the 9th highest.
- 5.5 The capping rules in England have been announced, if Council Tax were to be increased by more than 2% a referendum will have to be held.
- 5.6 No capping rules have been announced in Wales. No Council Tax Reduction Grant is available in Wales.

6. Budget Forecast and Planned Reductions 2015-16 to 2018-19

- 6.1 A summary of the Budget Forecast and changes for 2013-14 and future years are shown in Appendix B.
- 6.2 Some of the assumptions for future years have been amended as detailed above, the main assumptions are:
- Annual pay inflation 1% applied from September
 - General Inflation 2%, specific inflation applied where known (e.g. National IT systems charges increase by 22% in 2015-16)
 - Council Tax increase of 3.44% in 2015-16; 3.5% in 2016-17 and 2.5% 2017-18 and 2018-19
 - Grant reductions of 5.1% 2014-15, 4% for the following 3 years
 - Changes in National Insurance charges in 2016-17 will add a further £2.7m to the pay bill equivalent to a 3.7% additional grant cut
- 6.3 The pressure from reduced base grant and increased top slicing has resulted in a higher Council Tax increase than was included in the 2014-15 MTFP (2% increase). The Council Tax increases included in this MTFP have been kept as low as possible and well within the capping limit of 5% that has been suggested by the Welsh Government in recent years.
- 6.3 Based on these assumptions the cuts required over the next 4 years are estimated to be £15.513m broken down as follows:

Year	2015-16	2016-17	2017-18	2018-19
	£m	£m	£m	£m
Cuts required	4.448	4.563	3.382	3.120

6.4 The effect of inflation and Grant cuts are broken down as follows:

	2015-16	2016-17	2017-18	2018-19
	£m	£m	£m	£m
Inflationary Increases	3.080 (2.18%)	4.143 (2.96%)	2.478 (1.72%)	2.383 (1.63%)
Reduction in Grant	3.940 (-5.1%)	2.926 (-4.0%)	2.810 (-4.0%)	2.697 (-4.0%)
Additional funding from increase in Council Tax	-2.572 (3.44%)	-2.506 (3.5%)	-1.906 (2.5%)	-1.960 (2.5%)
Revised Deficit	4.448	4.563	3.382	3.120

6.5 Addressing the local and national priorities necessitates additional resources in certain areas of work. The majority of this can be addressed by re-prioritising within Services; however there are some emerging requirements that need additional staff, which have been funded from the cuts identified. The inflation figure above includes £0.437m additional investment in the Public Protection Unit (PPU) and Firearms Licencing. On-line activity and the risks of exploitation of vulnerable children have resulted in investment being required in PPU. The required level of scrutiny of firearms licences, together with a projected increase in renewals over the next three years, has resulted in additional resources being needed.

6.6 The SPB has identified and agreed £4.448m of cuts for 2015-16. These are listed below; the cuts are across all areas of the Force.

Cuts taken in 2015-16

	2015-16
Business Service Review	-£0.642m
Corporate Service Review	-£0.084m
Operational Futures LPS	-£0.269m
Operational Futures PCSO's	-£0.507m
Forensics Review	-£0.300m
Scientific Support	-£0.033m
Public Protection Unit	-£0.096m
Communication Futures	-£0.499m
Operational Planning	-£0.075m
Road Policing	-£0.104m

Estates	-£0.126m
Vehicle and Transport	-£0.075m
Analysts	-£0.056m
Overtime	-£0.150m
Firearms Alliance	-£0.300m
Employment Conditions (CRTP)	-£0.203m
Capital and Borrowing	-£0.400m
Budget Review	-£0.529m
Total to be cut	-£4.448m

6.6 This leaves a gap savings required of £11.065m over the period 2016-17 to 2018-19. The initial 22 work streams agreed by the SPB identified potential £4.729m that could be taken in 2016-17 and 2017-18. The plans for these savings need to be developed and ratified before they can be implemented. This then leaves a gap of £6.336m, 18 additional work streams have been identified and will work towards addressing this gap over the next 6 months. The potential savings identified for 2016-17 to 2017-18 are shown below:

	2016-18
Business Service Review	-£0.797m
Corporate Service Review	-£0.400m
Operational Futures LPS	-£0.191m
Operational Futures PCSO's	-£1.029m
Scientific Support	-£0.267m
Communication Futures	-£0.393m
Estates	-£0.209m
Vehicle and Transport	-£0.303m
Analysts	-£0.035m
Overtime	-£0.150m
IT Contracts	-£0.700m
National Police Air Service	-£0.100m
Employment Conditions (CRTP)	-£0.155m
Total	-£4.729m

6.7 To date 40% of the cuts have been from non-staff, compared to 29% to nationally. As staff costs account for nearly 80% of the net budget there will be greater pressure to cut staffing budgets in future be they Officers, PCSO's or Support Staff. The plans detailed above will result in the following staff reductions:

Overall result of cuts agreed to date

	2015-16	2016-17	2017-18	Total
		(Est)	(Est)	
Officers	-35	-10	-2	-47
PCSO's	-19	-19	-21	-59
Staff	-3	-26	-12	-41
Total	-57	-55	-35	-147
Civilianisation included	19	3	1	23

6.8 The estimated additional cut required of £6.336m is likely to fall on the staffing budgets, all other areas will be continually reviewed but as they have already been cut it is becoming increasingly difficult. If the total £6.336m were to come from staffing (Officers, PCSO's or Support Staff) an estimated reduction of 181 posts would be required in addition to the 147 detailed above. If the Council Tax increase were kept at the 2% set out in the previous MTFP, a further estimated 78 posts would need to be cut.

7. Recruitment

7.1 The Police Officer Establishment (the number of funded Police Officer Posts in the Budget) was 1,438 in 2014-15. The Recruitment Plan aims to have fully trained Officers deployed in the Established Police Officer Posts. The number of posts will vary due to grant-funded and Seconded Officer post numbers, as well as the effect of any civilianisation or other changes in Police Officer Posts. The actual number of Officers will vary depending on the number of retirements and other leavers and the recruitment profile. The actual number of Officers including Probationers will be higher than the Establishment Posts during 2015-16.

7.2 The original plan for 2015-15 was for four intakes of 18 during the year, however this will be reduced to 2 intakes due to the reduction in establishment. The Probationer Reserve and turnover savings will be used to fund the over-establishment numbers during the year. This avoids having a recruitment freeze and smooths the peaks and troughs in terms of matching actual numbers to the budgeted number of posts.

Police Officer Establishment 1.4.2014	1438
Net change (Cuts, Secondments and increases)	-32
Police Officer Establishment 1.4.2015	1406

8. Risks

- 8.1 The level on uncertainty in setting 2014-15 budgets has been mainly around the amount of top slice the Home Office would apply in addition to the Grant reduction, this was not confirmed until 17 December. As no future grant figures have been announced and the general election will be held in May 2015 the level of uncertainty for 2016-17 onwards is also high, however it is clear that there will be budget reductions until at least 2018-19.
- 8.2 The current Police Funding Formula has not being fully applied as the swings in funding have been considered to be too large. The correction is made through the Floor Grant; the grant announcement stated that the Floor Grant would be continued in 2015-16. A full review of the Police Allocation Formula is to be undertaken by the Home Office, but the results will not be known until after the general election. A review of the formula is likely to benefit larger Forces and could result in reduced funding for North Wales. Currently North Wales received just over £11m Floor Grant, the withdrawal of this money is a major risk.
- 8.3 There are new and emerging national and local risks that must be resources such as Child Sexual Exploitation and Cyber Crime. Locally the development of the Prison in Wrexham and the Wylfa B Nuclear Power Station will have a call on resources. Other public sector agencies are seeing a reduction in their budgets which could also increase the demand on the Police service.
- 8.4 The plans for the savings in 2014-15 are in place and are being implemented; however the potential savings in 2015-16 have to be delivered. These are considered to be deliverable within the year. Cuts beyond 2015-16 have to be confirmed and delivered. Not all the savings are under the Force's control, the Collaboration savings will depend on other Forces and organisations.
- 8.5 The estimated cuts required are based on the planning assumptions for increases in Council Tax being agreed. If this were to be reduced each reduction of 1% would mean an additional £0.628m cut in the 2014-15 budgets.
- 8.6 The Home Office have top-sliced the amounts allocated to Police areas in 2014-15 and 2015-16 to fund national units and initiatives. Any new initiatives may result in further top slicing.
- 8.7 Further cuts could be applied in the next CSR period if the economic limit worsens or if the Government decide to ring fence other spending areas. Each additional 1% cut to the General Grant Funding is a cash reduction of £0.732m.
- 8.7 As 80% of the net budget is spent on pay any small changes in pay increase, pension contribution or National Insurance contributions can have a disproportionate effect on the budget.
- 8.8 The table below highlights the sensitivity of the main assumptions

Sensitivity main variables	£m
1% change in Council Tax	0.651
1% change in grant	0.732
A 1% change in pay	1.110
1% change in general inflation	0.375

9. Reserves

- 9.1 The Commissioner has a duty to ensure that he holds adequate financial reserves to manage risks. In addition to the funding and forecasting risks detailed above, the Commissioner needs to cater for expenditure risk (spending over budget), and costly major incidents, natural disasters or other unforeseen events. An element of this risk has been managed through the in-year budgets through the contingency budgets. These are being reduced and greater proportion of that risk is being transferred to Reserves and Balances.
- 9.2 The General Reserve is currently £7.189m which is 5.14% of the estimated 2015-16 net budget. The prudent range is considered to be 3% to 5% of net budget. A review of the reserves was carried out as part of the budget setting process, and as there is now a specific Major Incident Reserve it has been decided to reduce the General Reserve to £4.189 which is 3% of the net budget. The General Reserve previously had an element to cover requirements for Major Incidents if needed.
- 9.3 Two of the earmarked reserves are to be closed, the Revenue and Projects Reserve (£1.949m) and the Management of Change Reserve (£1.659m). Both of these were originally set up to manage the cost of reducing budgets. These two changes and the £3m released from the General Reserve have been re allocated to the Capital Reserve £2m; Cost of Change Reserve £2.6m and an Estates Security and Maintenance Backlog Reserve £1.6m.
- 9.4 The use of the reserves will depend on the final decisions on capital expenditure and the final revenue settlements, therefore the table below shows the current plan on how the earmarked reserves may be best used to support service provision and reduce the pressure on the revenue budget. Where the use of the Reserve is not known (such as the Major Incident Reserve) no changes are shown. The use of reserves will be reviewed on a regular basis.

Details of the projected Reserve position at the end of each year are given below the table.

Reserve Position							
<i>Usable Reserves at</i>	31.3.14	31.3.15	31.3.16	31.3.17	31.3.18	31.3.19	
	£m	£m	£m	£m	£m	£m	
Capital Receipts Reserve	3.240	1.736	0.000	0.000	0.000	0.000	Can only be used for capital, planned additional sales are included in the capital funding
Capital Grants Unapplied	0.000	0.000	0.000	0.000	0.000	0.000	Can only be used for capital
General Fund Balance	7.189	4.189	4.189	4.189	4.189	4.189	Set at 3% of net budget from 15-16
Earmarked General Fund Reserves	30.943	30.547	19.189	16.324	14.638	12.875	Detailed below
Total Usable Reserves	41.372	36.472	23.378	20.513	18.827	17.064	

A breakdown of estimated Earmarked Reserves at the end of each financial year is given below and a description on each is shown in section 9.5.

Description	31.3.14	31.3.15	31.3.16	31.3.17	31.3.18	31.3.19
	£m	£m	£m	£m	£m	£m
Capital Investment	13.626	12.682	3.356	2.000	2.000	2.000
Major Incident	2.235	2.235	2.235	2.235	2.235	2.235
Pension III Health Reserve	0.881	0.881	0.881	0.881	0.881	0.881
Insurance Reserve	1.259	1.259	1.259	1.259	1.259	1.259
Management of Change	1.659	0.000	0.000	0.000	0.000	0.000
PFI Reserve	3.061	3.434	3.729	4.024	4.142	4.183
Probationer Reserve	4.840	4.140	3.440	2.740	2.040	1.340
Revenue and Project Costs	1.949	0.000	0.000	0.000	0.000	0.000
Estates Security and Maintenance	0.000	2.000	1.500	1.000	0.500	0.000
Cost of Change	0.000	2.608	1.608	1.108	0.608	0.108
Partnerships Reserve	0.838	0.734	0.630	0.526	0.422	0.318
Commissioners Community Safety Fund	0.229	0.229	0.229	0.229	0.229	0.229
PCC Transition/Legal/Participatory Budgets	0.366	0.345	0.322	0.322	0.322	0.322
Total	30.943	30.547	19.189	16.324	14.638	12.875

The amount of reserves allocated to Capital, Risk Management, Earmarked Revenue and General is shown below.

	31.3.14	31.3.15	31.3.16	31.3.17	31.3.18	31.3.19
	£m	£m	£m	£m	£m	£m
Capital	16.866	14.418	3.356	2.000	2.000	2.000
Risk	4.375	4.375	4.375	4.375	4.375	4.375
Revenue	12.942	13.490	11.458	9.949	8.263	6.500
General	7.189	4.189	4.189	4.189	4.189	4.189
	41.372	36.472	23.378	20.513	18.827	17.064

9.5 Capital Investment Fund (Capital) – To be used to invest in the assets and infrastructure of the Force to improve service provision and reduce revenue expenditure.

Major Incident Reserve (Risk)– To be used in the event of a Major Incident requiring additional resources beyond those available within the annual budget. This reserve has enabled the Major Incident Contingency budget to be reduced.

Pension Ill Health Reserve (Risk) – The Force has to pay a one off sum equivalent to twice an Officers pay for each Ill Health Retirement. Holding the Reserve has reduced the need for the budget in revenue.

Insurance (Risk)- This relates to the Municipal Mutual Insurance Limited scheme of Arrangement, which could result in a final payment of an estimated £0.432m; for unknown emerging claims, and unknown future claims highlighted by the Insurance Broker.

Management of Change (Earmarked Revenue) – To fund one off costs associated with implementing new saving plans – to be closed and consolidated below

PFI Reserve (Earmarked Revenue) – This is required as the funding for PFI from the Government reduces annually, the fund will eventually reduce over the life of the PFI contract.

Probationer Reserve (Earmarked Revenue) – To be used to fund Probationers over establishment to enable posts to be filled with trained Officers.

Revenue and Project Costs (Earmarked Revenue) – To be used to fund the cost of change – to be closed and consolidated below.

Estates Security and Maintenance (Earmarked Revenue) - To fund backlog maintenance and additional security not covered in the revenue or capital budgets.

Cost of Change (Earmarked Revenue) - Investment required in order to facilitate change and reduce cost in the longer term.

Partnerships Reserve (Earmarked Revenue) – Balances held for specific Partnerships which will either be used or are held in the event of funding being withdrawn resulting in additional costs.

Community Safety Fund (Earmarked Revenue) - To provide additional resources to the Community Safety Fund

Office of the PCC and PCC Transition (Earmarked Revenue) – OPCC reserve and amount earmarked for any transition costs associated with the PCC election cycle; the OPCC legal reserve and the participatory budget reserve.

10. Capital

- 10.1 The Capital Programme for 2014-15 agreed within the previous Medium Term Financial Plan was £13.9m, with the inclusion of carried forward amounts from 2013-14 this would increase to £15.3m. The bulk of this budget relates to the Wrexham Project (£4.4m) Llandudno Development (£2.75m) and Pwllheli Relocation (£0.85m) total £8m. The initial Business Cases for these projects have been agreed but is unlikely that physical work will start this year; therefore the project costs for these projects and all others in the Programme have been reviewed and re-profiled giving a revised Capital Programme of £7.035m for 2014-15.
- 10.2 The Capital figures in the Appendix C show the original and revised Capital Programme for 2014-17.
- 10.3 **Estates** – Original Budget for 2014-15 £9.289m re-profiled to £3.517m. The physical work on Wrexham, Llandudno and Pwllheli are now due in 2015-16 and the budgets have been amended to reflect this. The other smaller projects are progressing and expected to be completed as set out in the Appendix C.
- 10.4 **Vehicles and Equipment** – The Replacement Programme for the year is expected to be completed and the replacement Police Support Vehicles have been chosen and are also expected to be delivered by the end of the financial year.
- 10.5 **Information Technology** – The Business Systems Servers replacement programme and the Call Management replacement have been put back to 2015-16 pending reviews which are on-going. The Vehicle Tracking Technology is not being progressed; management information is now being extracted from current systems. All other projects are progressing.
- 10.6 Plans beyond 2016-17 are limited at the current time to Vehicle and IT replacement Programmes. There will be an Estates Review in 2015-16 and the Capital Programme will be reviewed in light of this and the conclusion of the major works that will be carried out over the next two years.

10.2 Capital Programme 2014-15 to 2016-17

Expenditure	£m
Estates	21.720
Vehicles and Equipment	5.202
Information Technology and Communication	6.239
Total	<u>33.161</u>
Funding	
Grants	3.300

Revenue Contribution	2.096
Reserves	13.626
Capital Receipts	6.117
Borrowing	<u>8.022</u>
Total	33.161

11 Summary

- 11.1** The Medium Term Financial Plan sets out the Commissioners and the Chief Constables plans for the Revenue and Capital Budgets and the use of Reserves over the next 3 to 5 years. It is expected that there will be at least further four years of cuts in grants. These follow from on from a period of four years where £19.6m has already been cut from the Grants. The next four years will be very challenging financially and will require a balance between cutting budgets and reasonable increases in Council Tax.

Appendix A

The Financial Strategy

Financial Strategic Objectives:

- Prioritise resources to align spending plans with the Police and Crime Commissioner's vision and the Chief Constable's strategic objectives as set out in the Police and Crime Plan
- Maintain a balanced budget position and to set a medium term financial plan that supports the service through the period of reduced funding
- Deliver value for money for local taxpayers
- Exercise probity, prudence and strong financial control
- Provide a robust framework to assist the decision making process
- Manage risk, including maintaining reserves at a suitable level whilst incurring only a sustainable level of debt
- Continually review budgets to ensure that resources are targeted on key objectives

To achieve the Strategy, Objectives Planning is undertaken in the following areas:

Corporate and Business Planning

- To integrate operational and financial planning to ensure that resources are directed to support the priorities set out in the Strategic Plan and to match resources with corporate objectives
- To produce a financial plan for the next 3 to 5 years which will incorporate the Force's major capital and revenue projects and the IT and Estates strategies and provide sustainable funding over the short and medium term
- To produce a detailed annual revenue and capital budget which supports the most effective deployment of resources

Risk Management - Reserves and Provisions

- To maintain adequate reserves and provisions to ensure that the medium term policy programme is sustainable and can be delivered
- To aim to balance the revenue budget over the medium term without reliance on the use of the General Reserve
- To maintain the 3 levels of resilience by use of reserves and provisions:
 1. Annual Budget Management
 2. Earmarked Reserves including the Major Incident Reserve
 3. A General Reserve at between 3% and 5% of net revenue expenditure

Risk Management - Financial Control Framework

- To maintain a financial control framework which is key to maintaining effective standards of financial administration and stewardship. This will be achieved through the following:

- Adherence to Statutory Rules and Regulations
- Home Office Financial Management Code of Practice
- Code of Corporate Governance
- Policies and Procedure notes
- Financial Regulations and Standing Orders
- Treasury Management Policy and adherence to the Prudential Code
- Implementation of Internal and External Audit recommendations
- Management of Risk
- Codes of Professional Conduct

- To maintain and develop adequate financial systems to record and control resources and move towards full electronic processing
- To align financial responsibility at the operational level with the appropriate management control or influence
- To ensure that accurate, up to date financial information is available to enable users to apply it effectively in decision making.

Budget 2014-15 to 2018-19	Appendix B								
	Annual		Annual		Annual		Annual		Annual
	Budget		Budget		Budget		Budget		Budget
	2014-15		2015-16		2016-17		2017-18		2018-19
Expenditure	£000		£000		£000		£000		£000
1 Police Officer Pay	71,212	50	71,262	2,617	73,879	1,210	75,089	1,216	76,305
2 Police Staff Pay	40,471	-199	40,272	344	40,616	640	41,256	644	41,900
3 Police Officer Overtime	2,133	-155	1,978	0	1,978	0	1,978	0	1,978
4 Police Staff Overtime	411	0	411	0	411	0	411	0	411
5 Allowances	2,548	-524	2,024	455	2,479	-50	2,429	-50	2,379
6 Training	639	32	671	33	704	36	740	37	777
7 Other Employee	660	13	673	13	686	14	700	14	714
8 Direct Pension Payments	3,020	82	3,102	84	3,186	86	3,272	88	3,360
9 Energy Costs	1,409	0	1,409	71	1,480	74	1,554	78	1,632
10 Building Running Costs	6,778	-114	6,664	133	6,797	136	6,933	139	7,072
11 Repairs & Maintenance of Vehicles	838	19	857	17	874	17	891	18	909
12 Vehicle Running Costs	2,084	-62	2,022	83	2,105	86	2,191	89	2,280
13 Car & Travelling Allowances	719	13	732	15	747	14	761	16	777
14 Air Support Unit	1,394	0	1,394	0	1,394	0	1,394	0	1,394
15 Equipment	665	-3	662	14	676	13	689	14	703
16 Clothing and Uniforms	426	0	426	0	426	0	426	0	426
17 Printing and Stationery	545	11	556	11	567	11	578	12	590
18 IT and Communications	9,114	-23	9,091	0	9,091	0	9,091	0	9,091
19 Subsistence	285	4	289	6	295	6	301	6	307
20 Other Supplies and Services	7,243	483	7,726	226	7,952	236	8,188	90	8,278
21 Forensics	1,351	-273	1,078	21	1,099	22	1,121	23	1,144
22 Debt Charges & Contribution to Capital	1,904	-400	1,504	0	1,504	0	1,504	0	1,504
		0		0		0		0	
23 Special Situations Contingency	554	-154	400	0	400	0	400	0	400
24 Inflation and General Contingency	468	-68	400	0	400	0	400	0	400
25 Community Safety Fund	1,166	0	1,166	0	1,166	0	1,166	0	1,166
Gross Expenditure	158,037	-1,268	156,769	4,143	160,912	2,551	163,463	2,434	165,897
Income									
26 Secondments	-1,485	185	-1,300	0	-1,300	0	-1,300	0	-1,300
27 Interest on Balances	-271	0	-271	0	-271	0	-271	0	-271
28 Income	-5,298	-100	-5,398	0	-5,398	0	-5,398	0	-5,398
29 Specific Grants	-10,048	-3	-10,051	0	-10,051	0	-10,051	53	-9,998
Total Income	-17,102	82	-17,020	0	-17,020	0	-17,020	53	-16,967
30 PFI Reserve	373	-78	295	0	295	-73	222	-104	118
31 Speed Awareness Reserve	-104	-104	-208	0	-208	0	-208	0	-208
32 Additional from Reserves	0	0	0	0	0	0	0	0	0
Net Expenditure	141,204	-1,368	139,836	4,143	143,979	2,478	146,457	2,383	148,840
33 Total Grants	-77,102	3,940	-73,162	2,926	-70,236	2,810	-67,426	2,697	-64,729
34 Precept	-64,102	-2,572	-66,674	-2,506	-69,180	-1,906	-71,086	-1,960	-73,046
Funding	-141,204	1,368	-139,836	420	-139,416	904	-138,512	737	-137,775
Annual Balance	0	0	0	4,563	4,563	3,382	3,382	3,120	3,120
Cummulative					4,563		7,945		11,065

Capital Programme 2014-15 to 2016-17

Capital Programme 2014-2017							
		2014-15	2014-15	2015-16	2015-16	2016-17	2016-17
Ref	Description	Original	Revised	Original	Revised	Original	Revised
		Jan-14	Jan-15	Jan-14	Jan-15	Jan-14	Jan-15
		£000	£000	£000	£000	£000	£000
Estate Programme							
1	Retentions	0	5	0	5	0	5
2	Sustainability Improvements	100	128	100	100	100	100
3	Menai Bridge Offices	0	0	100	0	0	100
4	Custody Suites upgrades	0	109	0	0	0	0
5	Llangefni New Police Station	0	0	0	60	0	0
6	Chirk Station Relocation	0	0	0	20	0	0
7	Cefnnewydd Station Relocation	0	0	0	50	0	0
8	Wrexham new Facility	4,322	1,000	5,000	9,083	5,667	5,000
9	Saltney Relocation	50	0	0	50	0	0
10	Buckley Relocation	0	0	0	0	0	55
11	Deeside Relocation	0	0	250	0	0	250
12	Flint Relocation	0	85	0	7	0	0
13	Llangollen Relocation	390	388	0	7	0	0
14	Llandudno Relocation/New Build	2,700	750	0	1,000	0	1,000
15	Conwy Relocation	175	0	0	175	0	0
16	Bethesda Relocation	0	70	0	0	0	0
17	Pwllheli Relocation	850	150	0	902	0	0
18	Nefyn Relocation to FCC	100	100	0	0	0	0
19	Tywyn Relocation	0	0	100	140	0	0
20	Holyhead Port	50	150	0	0	0	0
21	Firearms Range Training Facilities	0	312	0	0	0	0
22	Canteen (subj to Busienss Case)	90	0	0	94	0	0
23	Firearms Range Safety	250	0	0	0	0	0
24	Firearms Alliance hub	212	95	0	0	0	0
25	Prestatyn Station demolition	0	175	0	0	0	0
Total Building Works		9,289	3,517	5,550	11,693	5,767	6,510

		2014-15	2014-15	2015-16	2015-16	2016-17	2016-17
Ref	Description	Original	Revised	Original	Revised	Original	Revised
		Jan-14	Jan-15	Jan-14	Jan-15	Jan-14	Jan-15
		£000	£000	£000	£000	£000	£000
Vehicles and Other Equipment							
25	Vehicle Purchase Replacement Programme	1,500	1,500	1,500	1,500	1,500	1,500
26	PSU Vehilces (Revenue Stream replacemnt programme)	0	624	0	0	0	0
27	ANPR	0	78	0	0	0	0
Total Vehicles and Other Equipment		1,500	2,202	1,500	1,500	1,500	1,500
Information Technology and Communication Equipment							
28	Desk Top Replacement (Replacement Programme)	300	300	300	300	300	300
29	Network Installation (Replacement Programme)	0	0	500	1,400	500	0
30	CAD Upgrade and Hardware (Replacement Programme)	0	0	500	500	0	0
31	Business Systems Servers (Replacement Programme)	345	0	0	345	420	0
32	Holmes II hardware (Replacement Programme)	114	114	0	0	0	0
33	Criminal Justice Digital Project	610	610	0	0	0	0
34	Interview Rooms Security and DDA	300	300	0	0	0	0
35	Call centre management system	650	0	0	650	0	0
36	ICCS replacement (part of Control Room Futures)	0	0	0	550	0	0
37	Vehicle Tracking Technology	750	0	0	0	0	0
38	Mobile data 300 devices	0	0	800	800	0	0
39	Secure System Replacement	70	70	0	0	0	0
Total Information Technology and Communication		3,139	1,394	2,100	4,545	1,220	300
Total Capital Expenditure		13,928	7,113	9,150	17,738	8,487	8,310
		2014-15	2014-15	2015-16	2015-16	2016-17	2016-17
Ref	Description	Original	Revised	Original	Revised	Original	Revised
		Jan-14	Jan-15	Jan-14	Jan-15	Jan-14	Jan-15
		£000	£000	£000	£000	£000	£000
Funding of Capital Programme							
40	Home Office General Capital Grants	1,100	1,100	1,100	1,100	1,100	1,100
41	Revenue Contribution	818	1,376	410	410	310	310
42	Earmarked Reserves	6,087	2,944	3,839	9,326	2,616	1,356
43	Capital Receipts	1,896	655	1,504	3,218	2,244	2,244
44	Borrowing for Estates	3,268	0	997	1,139	997	3,000
45	Borrowing for Replacement Programmes	759	1,038	1,300	2,545	1,220	300
Total Funding		13,928	7,113	9,150	17,738	8,487	8,310

**North Wales Police and Crime Plan
Second Revision
March 2015**

Introduction

This revised version of the police and crime plan for North Wales was presented to the [police and crime panel](#) in January 2015.

I published my original police and crime plan in 2013, shortly after being elected as police and crime commissioner for North Wales. In that plan I said I would review it at regular intervals in light of changes to the Secretary of State's guidance or any other material changes of circumstances. This is the second of those reviews. Its purpose is to ensure that the plan and its objectives continue to reflect the priorities of the people of North Wales. As part of this review, I have consulted with the chief constable, the public, statutory authorities, the business community and the third sector organisations of North Wales. I have also taken into account the North Wales Police strategic assessment of crime and disorder issues. The responses to the consultation were invaluable and were at the forefront of my mind in reviewing the plan. Further details of the responses received can be found on my website under [.....hyperlink here for relevant section](#)

<http://www.nwpcp.org.uk/doc.asp?cat=10388&doc=32273>The outcomes I sought through my first plan were

- security in the home
- safety in public places
- visible and accessible policing.

These continue to be the outcomes I aim to achieve for North Wales.

In 2013, I introduced four new police and crime objectives (the objectives) to deliver these outcomes. These are:

- prevent crime
- deliver an effective response
- reduce harm and the risk of harm
- build effective partnerships

The comments and feedback I have received from North Wales Police and the people of North Wales over the last 12 months confirm that these objectives continue to reflect the priorities for North Wales.

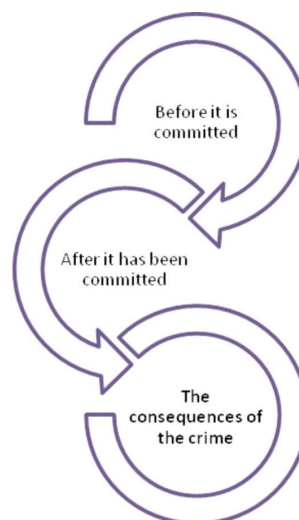
They are underpinned by measures which enable me to scrutinise the force performance in its delivery and to hold the chief constable to account. In this revision, I have added to the measures particularly around the area of child sexual exploitation.

In this current period of severe financial austerity North Wales Police faces significant financial challenges. 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, predictive analysis, working in partnership, social or other community support or intervention mechanisms.

After the crime has been committed: the cost is that of investigating the crime, arresting and charging the suspect, cost of remand, 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.



2015/16 will be the fifth consecutive year of substantial cuts for North Wales Police. £19.6m has been cut over the previous 4 years and grants have been cut by 18% over the same period. Our current assumptions are that a further £15.5m will be cut over the next four years. The financial cutbacks make the delivery of these four objectives and the achievement of the outcomes very challenging indeed but by working to these objectives and continuing to work together to protect those most vulnerable in our society, I am confident that North Wales will continue to be one of the safest places in which to live, work and visit.

Winston Roddick CB QC
Police and Crime Commissioner for North Wales
01.04.15

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Security in the Home; Safety in Public Places; Visible and Accessible Policing

Security in the Home

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

I will work towards improving peoples' 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 at all times of the day and night.

I will work towards improving peoples' safety in public places, 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 most crimes, 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 will work towards improving the visibility and accessibility of the police but given the severity of the cut-backs and the level of savings that need to be made, this will not be easy.

Delivering for North Wales

To deliver these outcomes for North Wales I have established four objectives for the police service. They are:

- Prevent crime
- Deliver an effective response
- Reduce harm and the risk of harm
- Build effective partnerships

My aim continues to be to reduce crime and victim-based crime in particular over the term of my plan. As I mention in my introduction, further financial cutbacks are expected and they will present North Wales Police with a significant challenge. As a result, North Wales Police will understandably have to prioritise certain types of crime and prioritise the protection of the most vulnerable members of our society.

I also recognise that some types of crime, such as child sexual exploitation and domestic abuse, have been under-reported by victims and the public. North Wales Police will be investing additional resources in child sexual exploitation and the other under-reported crimes over the next 12 months. This is very likely to result in a statistical increase in victim based crime as more of the cases are uncovered but reducing harm and the risk of harm to our communities is of greater importance.

The four objectives are underpinned by a number of measures, the aims of which will be to enhance the ability of the police to deliver effective policing for North Wales, better enable me to respond to the emerging trends and to assess the police performance against these objectives. In monitoring performance against these measures, I will be focusing particularly on trends which indicate that usual, anticipated or historical performance has changed significantly.

In 2014 Her Majesty's Inspectorate of Constabulary (HMIC) carried out an [inspection](#) into crime recording standards and practices in all police forces in England and Wales. North Wales Police achieved a compliance rate of 94% and are in the top five performing forces. This is of fundamental importance. It tells me, and the people of North Wales, that this plan is built on the foundation of accurate data. It confirms that my scrutiny of the force performance is based on accurate information and, it also assists me in commissioning support services for victims. We will continue to scrutinise the force's performance in this area to ensure the high standards are maintained.

I will continue to receive independent reports from Her Majesty's Inspectorate of Constabulary (HMIC) and will commission reports from the inspectorate if I consider it necessary to do so. Earlier in 2014, a code of ethics for the police service was introduced. It sets out the standards of behaviour expected of officers and staff working in the police service. I welcome its introduction but I must say that based on my experience of working closely with North Wales Police for the last two years I believe that the great majority of police officers and police staff carry out their duties with great integrity and to the highest of standards. Where the actions and behaviour of officers and staff fall below those standards, I am satisfied that the checks and measures in place in North Wales Police ensure that those issues are dealt with effectively.

I will continue to scrutinise the delivery of this plan through the strategic executive board. I shall also continue to work with the police and crime panel by seeking its views on key matters, providing it with periodic reports of my activities and by fulfilling my other statutory duties to the Panel.

The Police and Crime Objectives

Prevent crime

Preventing a crime from occurring is the most effective way of protecting our communities, and of ensuring that people are safe at home and in public places. To deliver this objective I expect:

- The chief constable to continue to deliver the Force's crime reduction plan in order to support the focus on areas of greatest risk as detailed in this plan.
- The continuation of visible deterrents that prevent crime and anti-social behaviour, including visible policing activities, maintaining accessible policing support and facilities.
- The identification of the factors that can lead to individuals and groups being at risk of becoming victims and deliver targeted interventions with partners.
- The tackling of the problems caused by organised crime groups in our communities, as well as collaborative work with other police forces to tackle the organised crime groups.
- Partnership working, in particular with the probation service, to reduce re-offending by delivering effective justice and addressing factors that can lead to and aggravate criminal behaviours.
- Partnership working, in particular with the youth justice services, to secure the effective prevention of children and young people from offending and re-offending with the overall aim of preventing them from becoming adult offenders.
- Partnership working, in particular with responsible authorities and local authorities, to deliver community based problem solving solutions including resolving anti-social behaviour and crime and disorder problems to prevent escalation.
- Partnership working to reduce demand on the police and their partners and in particular to identify people or families who have a disproportionate impact on public services and for partners to work to address their multiple needs to reduce the disproportionate demand on services.

I will also be consulting with the business community to identify means to support them in improving the North Wales economy.

To hold the force to account I will monitor over the term of the plan:

- The level of total recorded crime
- The level of victim based crime
- The level of resolved crime, by crime type
- The level of recorded anti-social behaviour
- The level of domestic burglary

- Increased number of active Special Constabulary officers, volunteers and cadets

Deliver an effective response

The police, their partners in the criminal justice sector and responsible authorities such as the local authorities, have a statutory duty to deliver an effective response to criminal offences or public safety issues. To deliver this objective, I expect

- The chief constable to ensure that the police respond to policing emergencies in a timely and efficient way.
- The delivery of the [Victims Code of Practice](#) and the continued resolution of crime.
- The provision of a policing service which maintains the trust of the people of North Wales through acting honestly and ethically in accord with the code of ethics.
- The delivery of the rural policing plan established by the first police and crime plan.
- Together with North Wales Police, I have prepared a [Joint Equality Plan](#) and a [Joint Welsh Language Scheme](#). The equality plan is directly linked to the police and crime plan and helps both the force and I to meet the needs of our communities. I monitor performance against the equality plan and regularly review activity to ensure we are moving forward to improve equality. I also receive regular reports on performance against the strategic aims and priorities identified within the Welsh language scheme.
- There is considerable scrutiny on collaborative work between police forces and partners. The identification and assessment of collaborative opportunities continues on an all Wales basis, in the North West region and with our emergency services partners. The collaborative agenda is focused on delivering budgetary savings. I continue to have oversight of the plans to ensure the outcome will deliver an effective response.
- The chief constable, in collaboration with other forces and agencies, to have or be able to access appropriate capability to address the threats identified within the [Strategic Policing Requirement](#) (SPR). The Home Secretary has set out the expectation for responding to national threats to security, public safety, public order and public confidence within the SPR, namely: terrorism; civil emergencies; organised crime identified in the National Security Risk Assessment; public order which cannot be managed by a single force acting alone; large scale cyber incidents, and major events that have national implications.

I will continue to listen to our communities' views on the policing service they receive and take them into account on a strategic level. I expect the police service to engage with communities directly on operational issues. To support the force in providing a policing service that meets the needs of the different communities of North Wales, I will feed back community views to the chief constable.

To hold the Force to account I will monitor over the term of the plan:

- The average response times of attendance at police emergencies
- The amount of non-emergency calls classified as 'abandoned calls'

- The savings target for 2015/16 being achieved
- The feedback received through victim surveys, in particular satisfaction levels

Reduce harm and the risk of harm

Reducing harm and the risk of harm to our communities is of great importance. August 2014 saw the threat level from international terrorism to the UK raised to severe. We are not immune to this threat in North Wales and it presents a further challenge to the force during a time of substantial financial cuts.

Crime types that are included within this objective such as domestic abuse are often conducted behind closed doors and have victims who are vulnerable and fear the consequences of reporting incidents to the police. I expect the chief constable to have the ability to balance the requirement I have set out for visible policing with the methods and resources required to enable him to tackle all kinds of offences that cause serious harm. To deliver this objective, I expect:

- The chief constable to ensure the force has, or has access to, the capacity and capability to respond to the increased terrorism threat.
- The chief constable to provide effective responses to incidents of domestic abuse, and I will work with the chief constable and partners to ensure appropriate support services for victims of domestic abuse are provided across North Wales.
- The continuation of progress in enhancing the investigation of and the building of victims' confidence in the police response to reports of sexual offences. This includes maintaining the Amethyst dedicated rape investigation team established in the previous plan.
- The continued development of proactive capability in identifying perpetrators of child sexual exploitation, including those accessing indecent images of children through the internet and effective multi-agency working to protect children identified as being at risk.
- By working in partnership with the health board, we will develop the response to people with mental health issues, in particular the ability to reduce vulnerability and improved practices with partners.
- The disruption of the supply chains of illegal drugs (as part of the overall work against organised crime) to contribute towards preventing and managing the impact of substance misuse within our communities.
- Partnership working, in particular with the health service, local authorities, responsible authorities, Area Planning Board and Safer Communities Board, to plan and deliver substance misuse services. The services are informed by need and are focussed on both the prevention of and the reduction of harm caused by drugs and alcohol. I will continue to fund the Drugs Intervention Programme which targets support at offenders.
- Alcohol is one of the main underlying causes of crime in North Wales and places significant demand on the police service and their partners. Partnership working will focus on reducing the demand and the harm caused by alcohol.

- Partnership working, in particular through the Multi Agency Public Protection Arrangements (MAPPA), to effectively manage and rehabilitate dangerous offenders, including those on the sex offenders register.
- Partnership working, in particular with local authorities and the North Wales Fire and Rescue Service, to support the realisation of the Welsh Government's aim to reduce the number of people killed or seriously injured on the road, by identifying risk factors and focusing on prevention activities.
- Partnership working to determine the scale of human trafficking and modern slavery across the North Wales and work collectively to develop effective responses.

I will also be developing my proposals for the future commissioning of victims' services to provide victims of crime with the appropriate support services.

To hold the force to account I will monitor over the term of the plan:

- The number of people killed or seriously injured (KSI) in road traffic collisions
- The level of repeat offending, including high risk repeat offenders of domestic violence
- The number of arrests and prosecutions of child sexual exploitation perpetrators
- Number of indecent images of children cases prosecuted

Build effective partnerships

The police service is not alone in working to prevent crime, deliver effective responses, and reduce harm and the risk of harm. Working in partnership enables responses to be more effective and lasting in their effect on the community than they otherwise would be. It also reduces demand, thereby increasing the capacity of frontline staff.

As the issues arising out of cases involving domestic violence, child sexual exploitation and other serious crimes are often much wider than just policing, an effective response can only be delivered in partnership with other agencies. As the focus on these crimes continues to sharpen, the importance of partnership working will also continue to grow.

As North Wales Police and the other public sector agencies continue to face a very challenging financial climate in which to operate, reducing demand through effective partnership working is imperative if the challenge is to be met. One responsible authority reducing their demand by simply passing it on to another responsible authority is not effective partnership working. I shall work closely with them in this regard in the exercise of their functions under section 6 of the Crime and Disorder Act 1998 as amended by the Police Reform and Social Responsibility Act 2011 (the 2011 Act).

I will continue to work with partners through the North Wales Regional Leadership Board, the North Wales Safer Communities Board, Substance Misuse Area Planning Board, the Safeguarding Boards (for both children and adults) and the Local Criminal Justice Board to identify means of working together more effectively in these challenging financial times. This will assist me with my broader responsibilities to improve community safety and enhance the delivery of criminal justice in our area

and enable me to ensure that all relevant agencies and bodies are discharging their responsibilities in these regards.

Performance and Accountability

Reduced Victim Based Crime

Victim based crime represents over 80% of all recorded crime. It comprises four main offence types: namely assault, sexual offences, stealing, criminal damage and arson. The level of victim based crime will be a key measure of the 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 over the term of the plan, 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.

It is my intention to have a continuing engagement with the police, public and stakeholders on delivery against agreed objectives and I shall be publishing information at regular intervals to enable those living in North Wales to assess the chief constable's performance of his role and my performance of my role.

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.

I intend to implement my 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 feedback from the engagement with the public 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.

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 is made up of myself as chair, the deputy police and crime commissioner, 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. Further information on the work of the strategic executive board is available on my website.

The Police and Crime Panel

It is the police and crime panel that has the statutory authority to review my police and crime plan and to scrutinise my activities as the police and crime commissioner. Through my publication scheme, I aim to publish information to aid the panel and the general public in following my work

and activities. In addition to responding to their requests for information and their questions, I provide periodic reports on my activities as commissioner and my progress against this plan.

I am obliged to consult the panel on certain specific matters but as they are also part of the community of North Wales and represent that community I intend to involve them in monitoring the progress of the plan.

The Joint Audit Committee

The chief constable and I have established a joint audit committee, the function of which is to support and challenge certain activities undertaken by North Wales Police and my office, and to provide constructive proposals for improvements. Further information on the work of the joint audit committee is available on my website.

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 2015/16 I will allocate a net budget of £137.939 million to the chief constable for the delivery of policing in North Wales. The Force will face significant financial challenges and this includes the delivery of £4.4m savings in 2015/16 and to develop plans for 2016/17 and 2017/18 to realise further savings in the order of £11.1m.

The funding of North Wales Police

In the year 2015/16, the Home Office provides 52 per cent of the funding of North Wales Police and local taxation providing the other 48 per cent. The budget proposals for the year 2016/17 have not been finalised. They will be announced at the meeting of the panel in January 2016.

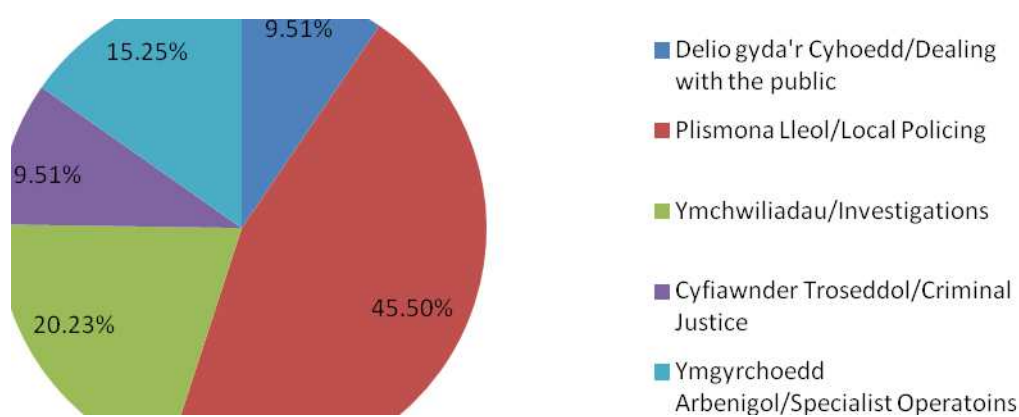
The Police Grant

No announcement has been made in respect of settlements from 2016/17 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 2015/16, future years are shown in the [Medium Term Financial Plan \(MTFP\)](#)

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.



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.
- Work with partners to reduce demand, thereby increasing capacity of the frontline staff.
- 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.

To ensure we are allocating our resources effectively, I shall keep our expenditure under review throughout the duration of this plan. The HMIC value for money profiles will form a central part of this work.

Capital Investment

I believe that the people of North Wales want an accessible police service. To achieve that, it is necessary to have an appropriate infrastructure to support the delivery of such a service. Therefore, unless it is quite clear that they are not required, I will maintain the local police stations and contact points. Between today and the end of 2016/17 I will be overseeing £26million 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. As the new

police station in Llangefni is now open and operational, the most significant project of the immediate future is the provision of a new station and custody facility at Wrexham,

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 needs rather than affordability.

The General reserve (£4.189m) is used to fund the day to day cash flow needs and provide the first line of resilience. The MTFP provides full details of the planned usable reserves and earmarked reserves (such as pension and PFI).

Commissioning

The 2011 Act allows me to commission services directly from providers external to the police service. The Act and the Home Office Financial Management Code of Practice make it clear that all grants and funding previously paid to Police Authorities as well as certain partnership funding sources will be paid directly to police and crime commissioners. Therefore monies from the sources listed below will now be paid directly to commissioners:

- Drug Intervention Programme Funding (Home Office)
- Community Safety Grant (Home Office)
- Youth Crime and Substance Misuse Prevention Grant (Home Office)
- Proceeds of Crime Act income
- Sale of Found Property Act income
- Specific Income Generation Initiatives
- Other funding sources from the commissioners' funds

Commissioning services can mean buying in services, entering into collaboration agreements or contracts, providing grants, aligning budgets with partners, pooling budgets and developing community budgets.

Effective commissioning depends on the core commissioning cycle shown below;

UNDERSTAND	Recognise local outcomes, needs, resources and priorities; aligning services in collaboration with stakeholders that take account of provider and service user information and build on others' work.
PLAN	How to address needs effectively, efficiently, equitably and in a sustainable way, individually and collaboratively
DO	Make decisions to secure improved co-commissioning outcomes
REVIEW	Monitor service delivery against expected outcomes and report how well it is doing against the plan and recognising that this is not a closed loop but an on-going cycle.

Allocation of monies and commissioning of services will be aligned to the delivery of my objectives as outlined within this plan.

Appendix A – North Wales Police Action Plan 2015/16

Following the development of the police and crime plan the chief constable has created an action plan for North Wales Police. The action plan is not intended to be an exhaustive list of policing activities, instead its aim is to focus on key work streams that are to be developed by the Force to meet the police and crime objectives established by the commissioner.

A quarterly progress report prepared by the chief constable will be published on the police and crime commissioners' website

		Force Lead Officers
1	Prevent Crime	
1	To reduce burglary of houses by ensuring emerging crime problems are identified early, and tackled through the appropriate investigative and preventative interventions.	Assistant Chief Constable Chief Superintendent, Local Policing Services
2	To identify, target or support repeat offenders, locations and victims of crime and anti-social behaviour	Assistant Chief Constable Chief Superintendent, Local Policing Services
3	To commission a study with partners to better understand child sexual violence in order to develop better education and prevention programmes.	Deputy Chief Constable Chief Superintendent, Crime Services
4	To strengthen the use of volunteers by the development of a Citizens In Policing (CIP) Strategy that will outline how we intend to recruit and build capacity within our Special Constabulary, Rural Crime Team, Police Support Volunteers and by introducing Volunteer Police Cadets.	Assistant Chief Constable Superintendent (Partnerships), Local Policing Services
5	To review and optimise the structure of Neighbourhood Policing to allow focus upon early identification and, in partnership, proactive management of emerging problems associated with both crime and disorder and broader demands for policing services.	Assistant Chief Constable Superintendent (Partnerships), Local Policing Services
2	Deliver an effective response	
1	To deliver the savings of £4.0m in 2015/16 and develop plans for 2016/17 and 2017/18 to realise further savings of the order of £9.0m. <i>(subject to budget and grant ratification)</i>	Director of Finance and Resources Head of Finance
2	To enhance our understanding of the predictable demands facing the service. We will ensure that problem solving activity focuses on tackling these demands with other agencies.	Assistant Chief Constable Chief Superintendent, Local Policing Services
3	To develop a clear understanding of what effective leadership is within policing and our organisation in the context of the current and future	Director of Finance and Resources

	challenges we face and deliver a revised succession and development programme.	Director of Business Services
4	To develop technology driven mobility and self-service to allow access to essential systems and data away from an office environment.	Director of Finance and Resources Director of Business Services
5	To remodel the Force Control Centre and the Investigation Support Team to encompass a new “pod” structure and telephony to better address demand and deliver greater efficiencies.	Deputy Chief Constable Chief Superintendent, Operational Support Services
6	To develop a programme of work which consistently seeks to improve the quality of service provided to victims of crime, as measured through satisfaction levels across key crime categories.	Assistant Chief Constable Chief Superintendent, Local Policing Services
3	Reduce harm and the risk of harm	
1	To establish a dedicated Child Sexual Exploitation (CSE) Team. It is intended this will become a multi-agency unit.	Assistant Chief Constable Chief Superintendent, Crime Services
2	To identify those at risk of CSE and to put in place suitable interventions with partners.	Assistant Chief Constable Chief Superintendent, Crime Services
3	To develop our cyber-crime capability and capacity to tackle significant threats, including CSE on line.	Assistant Chief Constable Chief Superintendent, Crime Services
4	To develop a strategy to support intervention against drug trafficking Organised Crime Groups (OCGs) by building recovery for users and communities.	Assistant Chief Constable Chief Superintendent, Crime Services Superintendent (Partnerships), Local Policing Services
5	To continually develop the identification of risk factors for people killed or seriously injured on our roads in partnership with others in order to focus prevention and enforcement activities.	Deputy Chief Constable Chief Superintendent, Operational Support Services
4	Build effective partnerships	
1	To develop our response to people with mental health issues across all our work areas, particularly our ability to reduce their vulnerability and to improve practices with partners.	Chief Constable Chief Superintendent, Crime Services
2	To pursue the most efficient and appropriate collaborative options so as to maintain or improve operational resilience whilst realising savings.	Deputy Chief Constable

		Superintendent Corporate Services
3	To drive transformational change at local and regional levels to reduce the harm caused by alcohol. This will also lessen the demand it places on public services.	Director of Finance and Resources Superintendent (Partnerships), Local Policing Services
4	To commission an intelligence requirement to better understand the scale, complexity and impact of human trafficking and modern slavery.	Deputy Chief Constable Chief Superintendent, Crime Services
5	To develop initiatives to increase the confidence of victims to report incidents of domestic violence. We will in partnership improve access to, and the timeliness of, a wide range of supporting interventions and services.	Assistant Chief Constable. Chief Superintendent, Crime Services

Appendix B: About North Wales

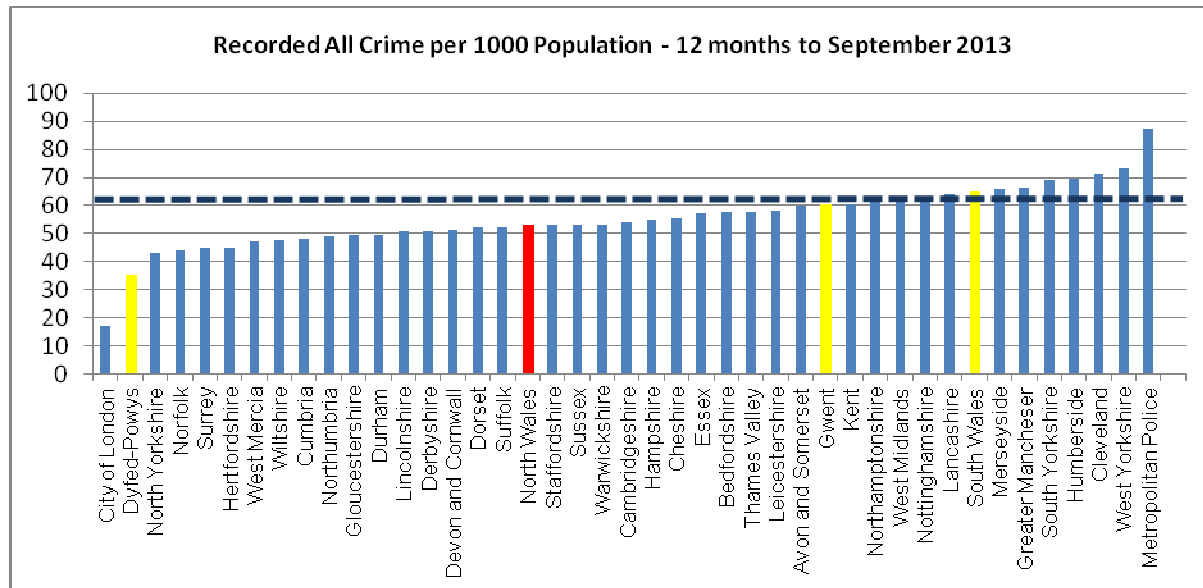
North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the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

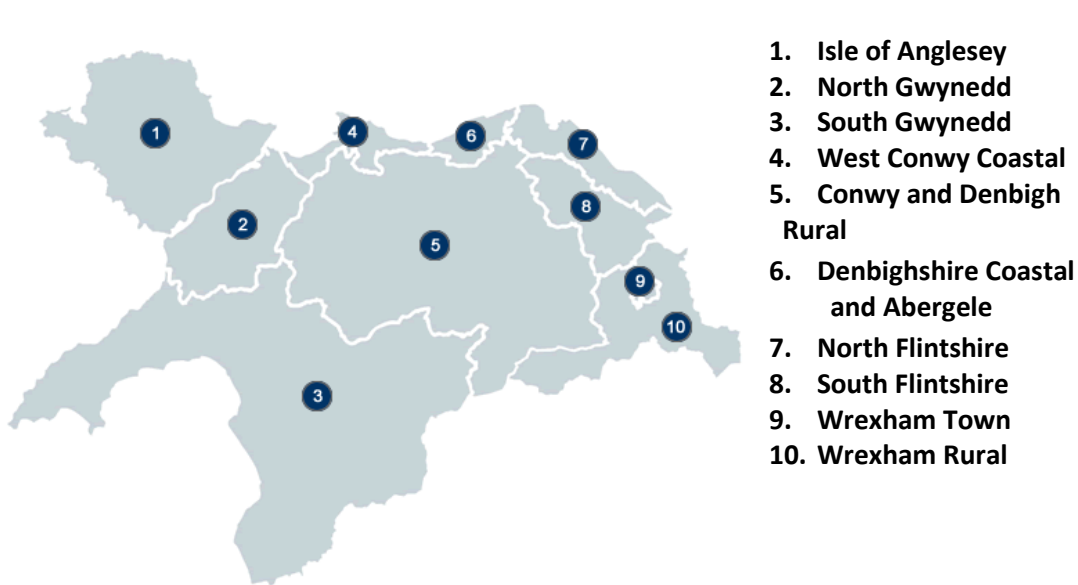
Crime and Anti-social Behaviour

North Wales is a safe place to live, work and visit. There has been a sustained reduction in victim based crimes over recent years. North Wales was ranked 18th nationally with 52.93 crimes per 1000 population, compared to an MSG average of 61.39 in September 2013.



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:



Between April 2013 and February 2014 North Wales Police received 76,243 emergency '999' calls and a total of 297,612 through the non-emergency numbers including '101' (Welsh language line 19,922 and English language line 277,690). In the same period 13513 arrests were made.



REPORT TO:	North Wales Police and Crime Panel
DATE:	19 January 2015
CONTACT OFFICER:	Ken Finch, Strategic Director (Democracy, Regulation and Support) Conwy County Borough Council
SUBJECT:	Summary of Complaints Received

1. PURPOSE OF THE REPORT

- 1.1 To provide the North Wales Police and Crime Panel (PCP) with a summary of complaints received to-date.

2. EXECUTIVE SUMMARY

- 2.1 The PCP has received 5 complaints to-date, all of which have been previously reported to the Panel and are now closed. The PCP has received no further complaints regarding the Police and Crime Commissioner (PCC) since the last report, which was submitted to the meeting of the PCP on 02/06/14.
- 2.2 Whilst the PCP only has the remit to deal with complaints made against the PCC, the PCP has received 6 complaints regarding the North Wales Police. These complaints have been forwarded to the Professional Standards Department and copies sent to the Office of the Police and Crime Commissioner.

3. RECOMMENDATION(S)

- 3.1 That the Panel notes the report and action taken in relation to the complaints regarding the North Wales Police

4. BACKGROUND INFORMATION

- 4.1 The North Wales Police and Crime Panel has statutory responsibility as to the handling and determination of certain complaints made against the Police and Crime Commissioner (PCC) and Deputy Police and Crime Commissioner (DPCC).

- 4.2 The Panel agreed to delegate its functions to the Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council (the North Wales PCP's Host Authority), who must consult with the Chair, Vice Chair and one Independent Member in determining the type of complaints received, and the strategy for managing complaints for local resolution and the Panel's final resolution of complaints.
- 4.3 The PCP is provided with an update on a six monthly basis on the number of complaints regarding the PCC and DPCC and the action taken to resolve the complaints.
- 4.4 Whilst no complaints have been received against the PCC or DPCC, it is still necessary to provide the PCP with a summary of the complaints it has received, even though it does not have the remit to deal with these complaints.
- 4.5 The OPCC is responsible for dealing with complaints about the Chief Constable. Complaints are recorded in accordance with the Police Reform Act 2002 and Police Reform and Social Responsibility Act 2011. Statistics are published on an annual and quarterly basis by the [Independent Police Complaints Commission](#) - the statistics provide details of the total number of complaints received by each police force.

5. CONSULTATION

- 5.1 Consultation has been undertaken with the OPCC in relation to the 6 complaints made against the North Wales Police.

6. RESOURCES

- 6.1 Whilst the Home Office does provide a grant to the Lead Authority for administration costs, the requirement to resolve non-criminal complaints against the PCC takes up a disproportionate amount of Officer time.

7. RISK

- 7.1 In order to comply with the Complaints Procedure, there is a requirement to report a summary of each complaint (such as can be reported in public) and the exercise of its functions for monitoring purposes.

8. REASON FOR RECOMMENDATION

- 8.1 To inform the PCP of the number of complaints received every six months.



REPORT TO:	North Wales Police and Crime Panel
DATE:	15 December 2014
CONTACT OFFICER:	Ken Finch, Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council Dawn Hughes – Senior Committee Services Officer (Conwy County Borough Council)
SUBJECT:	How is the Police and Crime Commissioner scrutinising the Force’s performance against the Police and Crime Objectives contained within the Police and Crime Plan

1. PURPOSE OF THE REPORT

- 1.1 To provide the North Wales Police and Crime Panel (PCP) with information on how the Police and Crime Commissioner (PCC) is scrutinising the Force’s Performance against the Police and Crime Objectives contained within the Police and Crime Plan.

2. EXECUTIVE SUMMARY

- 2.1 The PCP is responsible for scrutinising and supporting the actions and decisions of the PCC.
- 2.2 The PCP agreed to develop a proactive Scrutiny Forward Work Programme (FWP) at its meeting on 2 June 2014, which would incorporate scrutiny topics that would link to the PCC’s activities.
- 2.3 The PCP agreed that the first topic for review would be *‘How the PCC is scrutinising the Force’s performance against the Police and Crime Objectives contained within the Police and Crime Plan’*.

- 2.4 Details of how the PCC scrutinises the Force's performance is detailed within Paragraphs 4.1 – 4.6 and the PCP may want to satisfy itself that due regard has been given to appropriate and effective scrutiny of the Force's performance, to ensure the North Wales Police provides a high quality, value for money service to the people in the community.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 That the North Wales Police and Crime Panel comments on, and if appropriate make recommendations on how the PCCs is scrutinising the Force's performance against the Police and Crime Objectives.

4. BACKGROUND INFORMATION

- 4.1 In order to gather information on how the PCC scrutinises the Force's performance, Officers from the Host Authority met with the Chief Executive of the Office to the Police and Crime Commissioner (OPCC) to gather the necessary evidence and provide the PCP with a level of assurance that the PCC is holding the Chief Constable to account as required.

Below is a list of the ways in which the PCC scrutinises the Force's performance and how the PCC disseminates this information to both the PCP and the public:

4.2 Strategic Executive Board

Through the Strategic Executive Board, the PCC scrutinises performance against the Police and Crime Plan, monitors policing performance and the policing budget.

The Board's Terms of Reference are attached at Appendix 1 and include:

- Scrutinising the Chief Constable's performance of the functions and responsibilities listed in section 1(8) of the 2011 Act.
- To take such decisions as required by the Scheme of Governance to be taken jointly by the PCC and Chief Constable.
- To scrutinise performance of the Force against the plan and plan objectives.
- To develop proposals for the delivery of the Commissioner's police and crime objectives as set out in the Plan.

Membership of the Board includes the PCC, Deputy PCC, Chief Executive (OPCC), Chief Finance Officer (OPCC), Chief Constable and Deputy Chief Constable.

The Board meet at least once every six weeks and the minutes of the Board meetings are available on the PCC's website. (Copy attached at Appendix 2)

Prior to each Board meeting, the Chief Constable provides the PCC with crime statistics and other information, such as graphs, tables and charts and it is by reference to these statistics and the trends they might reveal and the measures set out in the plan, that the PCC scrutinises the performance. The PCC scrutinises good trends as well as bad trends, because it is from these that the PCC can learn what accounts for improvement and how improvements can be made were required.

Updates at these meetings also include an update on actions, finance and staffing, estate strategy update, performance update and updates by both the PCC and Chief Constable.

4.3 Quarterly Reports

The PCC also publishes a quarterly report on the work streams to support the Police and Crime Plan (attached as appendix 3), which has been prepared by the Chief Constable.

The report provides details of the work streams under each objective, Officer Leads, the current status of the work stream and the progress planned for the next quarter.

4.4 Annual Reports

The PCP receives a copy of the PCC's annual report on a yearly basis, which gives performance related information and progress towards achieving the police and crime objectives.

In the Annual Report for 2013/14, the PCC provided the results of his first public survey to assess progress against delivering the outcomes within the plan and performance data, which show decreases in most crime types.

4.5. Periodic Updates to the PCP

The PCC provides a detailed update to each meeting of the PCP, which includes a section that focuses on the PCC's scrutiny of the North Wales Police.

The report provides details of the measures by which performance of the objectives are measured and includes charts and statistics prepared by the Chief Constable.

4.6 Other

In addition to the above, the PCC has engaged, consulted and communicated with various stakeholders to gain a better understanding of policing needs and what it takes to make people safe.

Click on link below to the PCC's website for details of consultations and surveys.

<http://www.northwales-pcc.gov.uk/en/home.aspx>

5. **CONSULTATION**

- 5.1 Consultation has been carried out with the Office to the Police and Crime Commissioner.

6. **RESOURCE IMPLICATIONS**

- 6.1 None.

7. **RISK**

- 7.1 Whilst the PCP does not have to develop a proactive scrutiny forward work programme, failure to do so could affect the PCP's ability to fully and robustly carry out its scrutiny role.

8. **PUBLICATION**

- 8.1 All the documents referred to in this document and available on the PCC's website <http://www.northwales-pcc.gov.uk/en/Home.aspx>

9. **REASON(S) FOR RECOMMENDATION(S)**

- 9.1 To ensure that the PCP is able to carry out its functions in scrutinising and supporting the actions and decisions of the Police and Crime Commissioner.

Terms of Reference for the Strategic Executive Board
Office of the Police and Crime Commissioner North Wales
and
North Wales Police

Definitions

1. In this document, unless the context otherwise requires, the
 - 2011 Act means the Police Reform and Social Responsibility Act 2011
 - The Commissioner means the Police and Crime Commissioner for north Wales.
 - The Deputy means the person appointed by the Commissioner under section 18 of the 2011 Act as Deputy Police and Crime Commissioner
 - The Chief Executive means the Chief Executive appointed by the Commissioner under schedule 1 of the 2011 Act
 - The Chief Constable means the Chief Constable for north Wales
 - The ‘Commissioner’s Chief Finance Officer’ and the ‘Chief Constable’s Chief Finance Officer’ have the meanings given to them respectively in section 102 of the 2011 Act (together referred to as the finance officers).
 - The Board means the Strategic Executive Board
 - The Board’s administrator means the member of the Commissioner’s staff with responsibility for administering the business of the Board including the preparation and distribution of the agendas and the taking and publishing of the records of the Board’s meetings including its extraordinary meetings
 - The Police and Crime Plan has the meaning given in section 7 of the 2011 Act
 - North Wales means the police area named as such in schedule 1 of the Police Act 1996 (police areas outside London)
 - The Staff Officer means the Inspector, Planning and Governance, Corporate Services
 - The Force means North Wales Police
 - The Manual of Governance comprises of the Scheme of Consent, Financial Regulations and Standing Order in relation to Contracts
 - The Plan objectives are the Commissioner’s police and crime objectives as set in the latest version of the Plan

2. There shall be a Strategic Executive Board (the Board) the principal functions of which are to scrutinise the Chief Constable’s performance of the functions and responsibilities listed in section 1(8) of the 2011 Act and those functions and responsibilities under the direction and control of the Chief Constable. It shall also have the following additional functions
 - to take such decisions as are required by the Scheme of Governance to be taken jointly by the Commissioner and the Chief Constable

 - to scrutinize performance of the Force against the plan and plan objectives

- to develop proposals for the delivery of the Commissioner's police and crime objectives as set out in the Plan.
3. The Board may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Board
 4. Membership of the Board shall comprise
 - The Commissioner
 - The Deputy
 - The Chief Executive
 - The Commissioner's Chief Finance Officer
 - The administrator
 - Such other person or persons as the Commissioner invites
 - The Chief Constable
 - The Deputy Chief Constable
 - The Assistant Chief Constable
 - The Chief Constable's Director of Finance and Resources
 - The Chief Superintendent, Corporate Services
 - The Inspector, Planning and Governance Unit, Corporate Services
 - Such other person or persons as the Chief Constable invites
 5. The Board shall be chaired by the Commissioner. In his absence, it shall be chaired by the Deputy.
 6. The Board shall meet at least once every six weeks or at such shorter intervals as shall be agreed between the Commissioner and the Chief Constable. Extraordinary meetings may be called by the Commissioner or the Chief Constable to address urgent matters. Whether a matter is urgent or not for these purposes shall be decided by either or both the Commissioner and the Chief Constable.
 7. A written record of all meetings of the Board shall be kept by the administrator. The Commissioner's office shall be responsible for the preparation and distribution of the agendas and the taking and publishing of the records of the Board's meetings including its extraordinary meetings.
 8. A summary of the records of the Board shall be published on the website of the Commissioner's office. Matters which are operationally sensitive or constitute personal information or are commercially sensitive will either be made public at some future date or be retained by the Commissioner's office. Decisions relating to making public the release of information emanating from the Board will be made in accordance with the relevant statutory provisions and the policies for the time being of the Commissioner's office and the Chief Constable's office relating to personal information
 9. The staff officer shall be responsible for communicating the decisions of the Board to the Force and any actions for the Force arising out of the decisions of the Board.

STRATEGIC EXECUTIVE BOARD

25 March 2014

PRESENT:

Police and Crime Commissioner (Commissioner)
Deputy Police and Crime Commissioner (Deputy)
Chief Constable
Assistant Chief Constable
Chief Executive Officer, OPCC
Chief Finance Officer, OPCC
Director of Finance and Resources
Supt Nigel Harrison
Insp Dyfan Jones
Ian Davies, Chief Information Officer
Sharon Dean, FOI Manager
James Sutton, Head of Management Information
Meinir McCall, Executive Officer, OPCC
Rhian Hinks, Information Assistant, OPCC

ALSO PRESENT:

Marion Pryor, Internal Audit

APOLOGIES:

Deputy Chief Constable
Chief Superintendent Simon Humphreys
Stephen Roberts, Head of Facilities and Fleet Department
Nicole Green, Project Support Officer

19. MINUTES

Following one amendment, the minutes of the meeting held on 13 February 2014 were accepted as a true copy.

20. ACTIONS LOG

ACTION NUMBER	TOPIC	STATUS
1	CCTV	Discharged
2	Scrutiny of Crime Recording	Discharged
3	Query re: additional 51 officers	Ongoing – query raised by Police and Crime Panel
4	(i) Call handling performance (ii) Public Survey results (iii) Visibility	Discharged Discharged Discharged
5	(i) Delivery Plan (ii) Minutes (iii) Action Log (iv) Agenda (v) ACC Recruitment Process	Ongoing - The Delivery Plan will be shared with the Chief Officers next week Discharged Discharged Discharged Discharged
6	Operation Pallial briefing	Discharged
7	(i) Joint Estate Programme Plan (ii) Update on Estate Strategy and ICT issues	Discharged Discharged
8	Terms of Reference	Substantive Agenda Item
10	Joint Community Engagement Strategy	Substantive Agenda Item
11	Draft Media Protocol	Substantive Agenda Item
12	Operation Notarise	Discharged

21. FINANCE AND STAFFING

(a) Current Year 13/14

The overall projection is for an underspend of 1.753m as at 31.01.2014 which is in line with what has been forecast.

Risks have been maintained, as follows:

- Operation Pallial – The funding of the costs going forward is being discussed with the Home Office
- A19 Employment Tribunal – The decision is being appealed but in the event that the appeal is unsuccessful, there is a potential cost
- Coroner's Inquest – there are four currently where North Wales Police will incur costs.

(b) Next Year 14/15

The report confirmed the Budget decision made at the Police and Crime Panel on 20 January and the budget allocated to the Chief Constable for 2014-15.

(c) Treasury Management and Investment Strategy

The report meets a number of statutory requirements as well as satisfying the main financial code that must be followed.

The Joint Audit Committee have had sight of the document and discussed it in detail and have agreed the document in principle.

Decision <i>(Decision Log DM2014.14)</i>	To approve the Treasury Management Strategy Statement and Investment Strategy and Prudential Indicators 2013/14 to 2016/17
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22. ESTATE STRATEGY UPDATE

An update was provided, as follows:

Flintshire Connects Programme – Flint

It is anticipated that the relocation date will be 29 April 2014 and an opening ceremony is being arranged.

Flintshire Connects Programme – Buckley

It is anticipated that the neighbourhood engagement team will relocate to the Town Hall during 2014/15.

Llandudno and Pwllheli new build

Further financial work needs to take place for comparison reasons before a decision is made and a full Business Case is completed for the chosen option at both sites.

Bethesda police station relocation

Works at the site are on-going and the building should be ready by April 2014 with potential relocation during May 2014. Once the current station has been vacated it will be cleared and arrangements made for the sale.

Llangollen Refurbishment

The existing station in Llangollen is due to be fully refurbished and work will commence on site in September 2014.

Workstream 3 – Wrexham

No decision has been made yet by the Wrexham County Borough Council regarding the in-town facility which may mean that contingency plans will need to be developed.

The Estate Strategy with regarding to Holyhead/Anglesey will be discussed in the first instance outside of SEB.

ACTION <i>(Action Log 22)</i>	To arrange a meeting to discuss the Estate Strategy in relation to Holyhead/Anglesey
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It was agreed that a full update on the whole Estate Strategy would be included on the next SEB agenda.

ACTION <i>(Action Log 22)</i>	To include an update on the whole Estate Strategy on the agenda for the next SEB meeting
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23. PERFORMANCE UPDATE

Weekly Victim Based Crime remains constant and has seen a 3.1% reduction on last year. The detection rate year on year shows little change at 28.4%.

Antisocial Behaviour incidents show a reduction of 4.2% year on year.

It was agreed by all present that combining both of the above with the reduction in 999 calls provides reassurance that less crime and antisocial behaviour is taking place.

Burglary Dwelling is up by 7.2% year to date with a detection rate of around 20%. Although the position has significantly improved in recent weeks, there remains a continuing trend of burglaries in the Eastern Area of the force where families are being targeted owing to the increased likelihood of them possessing significant quantities of gold jewellery. A multi-force investigation team has been established comprising officers from North Wales Police, Cheshire Constabulary and West Mercia. The team is based at Wrexham Police Station and is headed by a Detective Inspector from Cheshire. The team is also able to call upon the assistance of TITAN resources when necessary.

Shoplifting has increased by 10% and the increase is mirrored nationally. There are several drivers behind this increase, such as benefit changes and austerity issues. The force is mindful that this is increasing the demand on resources. On 13 March a thematic review was carried out looking in detail at the force's response. This resulted in 13 actions to enhance response, one of which is to look at increasing the skill base of PCSOs to provide IOM type action.

The Commissioner welcomed this approach and stated that it would be useful to have the full list of actions in preparation for the next Police and Crime Panel meeting.

ACTION <i>(Action Log 23)</i>	To provide the Commissioner with the outcome of the Thematic Review carried out in light of the increase in shoplifting
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No significant change has been seen in the abandonment rate of non-emergency calls. The Commissioner asked that performance in this respect be included as a standard item on the Performance Report.

ACTION <i>(Action Log 23)</i>	To include an update on performance against the abandonment rate of non-emergency calls as a standard item on the Performance Report
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There has been an increase in the reporting of rape offences but also an increase in the detection rate. One of the positives from this is that people feel more confidence in coming forward to report and that people have received effective support. It was also noted that this included historical issues. A report is being prepared for the Force Executive Board meeting and an executive summary will be shared with SEB and fed into the Police and Crime Panel.

Consideration needs to be given to updating the Performance Report to match what is reported to the Police and Crime Panel.

ACTION <i>(Action Log 23)</i>	That the Chief Executive Officer meet with the Assistant Chief Constable to look at changing the Performance Report
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24. COMMISSIONER’S UPDATE

The Police and Crime Plan has been submitted to the Police and Crime Panel but no response has been received to date. However, no adverse comments were made during the meeting.

A conference was held recently with the Third Sector to strengthen relations between themselves and the Office of the Police and Crime Commissioner (OPCC). The Police and Crime Plan was shared with them and feedback has been received and taken into account.

The OPCC also hosted a Victims Conference which demonstrated how various partners will work together and apply the Victims Code. The Conference heard from the Deputy Chief Constable from a policing point of view, the Deputy Chief Crown Prosecutor for Wales from the Crown Prosecution Service, a representative from HM Courts and Tribunals Service and the Victims Commissioner. Much feedback was received and this was all favourable.

There was concern and the Police and Crime Panel meeting regarding the CCTV situation and the way it is funded. One Council has already stated that they will not continue to fund CCTV – however, a local town council have expressed their concern regarding this. The Commissioner mentioned that he had been in discussion with the Deputy Commissioner regarding the possibility of CCTV being included in a future Innovation Fund bid.

The Police and Crime Panel raised an issue regarding the 51 additional officers. It was stated at the Panel meeting that if the further explanation provided were not accepted by Members then the matter would not be raised again.

The Commissioner attended an Association of Police and Crime Commissioners (APCC) meeting recently where he spoke as a member of the Integrity Working Group. The issues discussed were of a constitutional nature involving the Auditor General, HMIC and the IPCC.

25. CHIEF CONSTABLE'S UPDATE

The Crime Data Integrity and Making Best Use of Police Time HMIC inspections were both held during the week of 10 March 2013. The Force was thanked by both inspection teams who advised that they were impressed with the level of support and hospitality they had received.

The Deputy Commissioner was present for both debriefs.

HMIC wish to visit on 24 and 25 April 2014 to carry out its Valuing the Police Part 4 inspection. This falls at the same time as Chief Constables' Council and during the Easter break. A letter has been sent to HMI Dru Sharpling requesting the date is changed and it is likely that the inspection will now take place at the end of May.

Collaboration – Cheshire Firearms Alliance

The first action for the Firearms Alliance Communications Plan is for a detailed letter to be sent to staff and officers involved, with a more general version to go to everyone else internally. Supt Gary Ashton has been coordinating this collaboration ahead of the 'go live' date. He is shortly due to retire and, until a Chief Inspector is appointed permanently in the role, it has been agreed that T/Supt Andy Williams will continue to progress this work.

Front Counters

A statistically representative sample of calls made from outside police stations across the force has been captured and reviewed. Foot fall at all stations opening times is currently being captured so that the current resources can be maximised. The data capture ends at the end of March.

It is anticipated that data analysis will be completed by the end of April, with a view to making recommendations around any changes to delivery, if appropriate, and also how service demand can be improved when police stations are closed, via the phone system.

Cross Sector Chief Executives Forum

A meeting was held on 21 March 2014. The meeting was used as an opportunity to discuss the focus of the Cross Sector Chief Executives Forum and what influence the meeting could have over the Regional Leadership Board. It was agreed that the Cross Sector meeting should be an open forum when public sector leaders can challenge one another, but also share good practice and lessons learnt.

Chief Inspector Process

Ten officers submitted applications and 9 passed the operational assessment. Four were successful at interview.

Assistant Chief Constable Process

The post will be advertised the day the Strategic Command Course finishes on 28 March 2014. The closing date will be 18 April, with a paper sift scheduled for 22 April. Interviews will be held on 30 April and the Commissioner will be included in the Panel. A familiarisation/briefing day is scheduled for 10 April.

26. SEB TERMS OF REFERENCE

The Commissioner presented the draft Terms of Reference and asked that if no adverse feedback or comment were received within a week, then these be adopted.

DECISION <i>(Decision Log DM2014.15)</i>	If no feedback is received by 1 April 2014, the draft Terms of Reference be adopted
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27. MANUAL OF GOVERNANCE

The Manual of Governance is made up of the Scheme of Consent, Financial Regulations and Standing Orders with regard to contracts.

The Chief Executive asked for any additional comments to be sent by no later than Thursday, 27 March and that if no comments were received, the Manual of Governance be approved.

Some changes may be required to the Standing Orders as the Regulations will be changing and the Chief Finance Officer will be monitoring the situation.

DECISION <i>(Decision Log DM2014.16)</i>	If no feedback is received by 27 March 2014, the Manual of Governance be approved
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ACTION <i>(Action Log 27)</i>	That the Chief Finance Office monitor any changes to the regulations in relation to Standing Orders with regard to Contracts
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28. GOVERNANCE FRAMEWORK FOR 2014/15

The Governance Framework sets out the way the OPCC will organise its work and sets out the minimum standards by which it will deliver the aims within the Code of Corporate Governance.

It was requested that any comments/views on this document be sent direct to the Information Assistant by no later than 27 March 2014 as the document needs to be distributed to the Joint Audit Committee members.

ACTION <i>(Action Log 28)</i>	To send any comments/views on the Governance Framework to the Information Assistant by no later than 27 March 2014
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29. JOINT COMMUNITY ENGAGEMENT STRATEGY

The Deputy Commissioner explained that it was not necessary to prepare a further Strategy and stated that all that was needed was a Memorandum of Understanding to link both the Force and the OPCC Strategy together.

DECISION <i>(Decision Log)</i>	To approve the Joint Community Engagement Strategy Memorandum of Understanding
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30. HMIC VALUE FOR MONEY PROFILE

The Director of Finance and Resources stated that the HMIC issued the Force with the 2013 Value for Money Profiles on 31 October, the fourth year in which the profiles have been produced. The HMIC advises that the profiles are designed to prompt questions rather than to provide judgements on forces. They are produced each autumn to help inform budget decisions for the following year.

Dewi Williams produced this report which identifies where North Wales is an apparent “outlier” i.e. where the costs for North Wales Police look especially high or low compared with all forces, the most similar group and Wales. He has tried to adjust for where differences in the way the service is provided has created differences, where there is still an item where North Wales Police looks expensive. These areas are targeted for potential savings.

31. PUBLIC SURVEY REPORT

This is the first general public survey that has been undertaken since 2011. The survey focused mainly of safety compared to the previous surveys which focused on confidence. As these are not comparable, this survey will now be used as a baseline. The overall findings suggest that the public largely believe that north Wales is a safe place.

The following is a summary of some of the main themes from the results:

- People largely believe north Wales and their local areas are safe in the day and are unaffected by crime which they perceive to be changing little in either direction
- After dark, the emphasis on safety moves towards the police and away from the community and council
- Where the council are seen as responsible for safety it is more likely to be for road safety than community safety
- Over a half of people have no contact with the Police in any form – of the fifth that have face to face contact most find the police accessible
- The main area of difficulty with accessing police services is front counters
- Response policing and policing town centres are the overriding areas of prioritisation for the public
- Less than a tenth of people believe the police aren't doing what matters to the community – a third of people either have no opinion or don't know
- Unexpected police vehicle presence in an area is more likely to reduce feelings of safety than increase feelings of safety
- Nearly half of people believe Police resources are low or very low
- PCSO visibility is very variable across the Force – more people never see PCSO's than never see Officers
- There is evidence of regional differences with, for example, Western counties having some consistently different results to the Force

It is anticipated that the survey will be carried out again next year.

The Commissioner welcomed the survey results and stated that it provided him with direction in terms of community engagement.

32. PRESENTATION – 'THE RESPONSE TO EMERGING THEMES AROUND ALCOHOL AND DRUG MISUSE'

There is a national strategy around working together to reduce harm. Included in this are:

- Preventing harm
 - School liaison
 - Early intervention
 - Substance misuse workers – Conditional cautioning
 - Youth Offending Team
 - Referral pathways
 - Third Sector
- Support for substance misusers to improve health and aid and maintain recovery
 - Drugs Intervention Programme (DIP)
 - Substance Misuse Action Fund
 - National Health Service
 - Integrated offender management (IOM)
 - Harm reduction service

- Third sector referral – Cais
- Supporting and protecting families
 - Integrated Family Support Services (IFSS)
 - Community First
 - Flying start
 - Domestic abuse link – DIP/IOM
 - Veteran support – Change step
- Tackling availability and protecting individuals and communities via enforcement activity

The strategic assessment recommendations are set out below:

- A partnership approach to prolific offender behaviour driven by drug dependency should be a priority
- Understanding how drugs feature within acquisitive offenders’ lives should be a partnership priority
- Partnerships should review the effectiveness of alcohol support services for domestic violence offenders
- Partnerships should maintain engagement with licensed premises as alcohol related violent crime associated with the night time economy is still a significant problem
- The operational focus on young drivers and alcohol related collisions should be maintained

The Commissioner reported that he had met with the new Chair of the Betsi Cadwaladr Trust who was keen to work in partnership. It was suggested that meeting with him prior to the partnership meetings would work well in that both parties would be well informed. The Chief Constable added that a letter is being drafted setting out matters that they would like to discuss with him and that this would be shared with the Commissioner before being finalised.

The issue of veteran support was also raised during the meeting as there are a large number of ex-service officers in north Wales and they can make large demands on the Trust.

ACTION <i>(Action Log 32)</i>	That the Commissioner’s views be sought on the letter to be sent to the new Chair of the Betsi Cadwaladr Trust
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33. NEIGHBOURHOOD POLICING TEAMS (Current arrangements within local policing services)

An outline of Neighbourhood Policing was provided and a presentation set out the two models that are currently used. One in the Central and Eastern area (with the exception of South Flintshire) which is Neighbourhood Policing Team Sergeant led, and the other in Anglesey, Gwynedd North, Gwynedd South and South Flintshire which is Patrol Sergeant led.

Rurality plays a part in determining the models.

The Chief Constable stated that a piece of work was ongoing in Cardiff along on rural crime and crime teams. Supt Harrison was asked to make some enquiries regarding this and perhaps give consideration to undertaking something similar in north Wales with University input.

ACTION <i>(Action Log 33)</i>	Supt Harrison to make further enquiries to establish what work was being undertaken in Cardiff on rural crime and crime teams.
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34. STAGE 2 TRANSFER UPDATE

It was reported that no confirmation had been received to date from the Home Office stating that they were happy to sign off the scheme.

35. DRAFT MEDIA PROTOCOL FOR APPROVAL

Subject to the following amendment:

Operations – Crime

“Challenge on crime trends” be changed to “Provide challenge or support as appropriate”

the draft Media Protocol was approved.

DECISION <i>(Decision Log DM2014.17)</i>	Subject to the amendment, the Media Protocol be approved
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36. UPDATE ON COMPLIANCE AGAINST THE FORCE PUBLICATION SCHEME

The Publication Scheme provides openness and transparency. The Force’s Publication Scheme can be found on the website and comprises 4 key areas:

- Who we are
- What we spend
- How decisions are made
- Policies, procedures and lists

There is also an obligation to publish any expenditure over £500 and, by the end of the week, it will also include a list of every contract awarded over £10,000 (as of 1st January 2014). Due to the nature of the contracts, however, some content may need to be redacted.

37. UPDATE ON PERFORMANCE AGAINST THE OPCC PUBLICATION SCHEME (COMPLIANCE FOR INFORMATION ORDER 2011)

The model Publication Scheme has been circulated and is very similar to the actual Order.

The OPCC is compliant save for one item, which is the publishing of contracts, but this will be addressed once the Force publicise them.

Once this has been addressed, the OPCC will be fully compliant.

Both the Force and OPCC Publication Schemes are very similar but there is a need for both to be separate as they are both separate bodies.

38. FEEDBACK FROM THE JOINT AUDIT COMMITTEE

The minutes of the meeting held on 26 February were submitted for information only.

39. YOUTH ENGAGEMENT COMPETITION UPDATE

It was reported that 150 entrants had been received and both the Commissioner and Chief Constable have received the shortlisted packs to select a winner. The Children's Commissioner will also be involved in the selection process.

40. FORCE OPEN DAY

The Open Day will take place at Police Headquarters on Saturday, 5 April from 11.00am until 4.00pm. The day will provide an opportunity for members of the public to see and meet officers and staff from specialist police departments.

Partners are also attending, including the Fire and Rescue Service, Ambulance, Mountain Rescue, VOSA and more.

The Open Day has been arranged slightly earlier this year to coincide with the Force's 40th anniversary – a special museum is being created in Conference Room 1 which will contain various photographs and memorabilia.

41. CLOSED SESSION – UPDATE ON PROFESSIONAL STANDARDS

The Deputy Chief Constable had been unable to attend the meeting but had briefed the Commissioner previously.

The meeting closed at 4.30pm



HEDDLU GOGLEDD CYMRU
Gogledd Cymru diogelach

NORTH WALES POLICE
A safer North Wales

Quarterly Report on Work Streams to support the Police and Crime Plan

June 2014

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- 1.3. To further develop the identification of risk factors for people killed or seriously injured on our roads in partnership with others in order to focus prevention and enforcement activities pg. 6
- 1.4. To increase the number of hours worked by members of the Special Constabulary pg. 9
- 1.5. To develop a model to identify and respond to people or families who have a disproportionate impact on public services and pursue implementation with partners pg.11

2. Deliver an Appropriate Response

- 2.1. To implement the new Victims Code of Practice pg.15
- 2.2. To extend the application of the learning from our 'systems thinking' work underway in the Flintshire area pg.17
- 2.3. To implement the new Police Service Code of Ethics pg.19
- 2.4. To review the deployment of PCSOs across the Force and implement agreed recommendations pg.20
- 2.5. To further develop Force communication systems to improve the availability of information on the work of the Force and public safety pg.21

3. Reduce Harm and the Risk of Harm

- 3.1. To continue to enhance our cyber and hi-tech crime capabilities pg.23
- 3.2. To improve our ability to identify and tackle child sexual exploitation pg.25
- 3.3. To continue to work with partners to build on our public protection arrangements, including the Multi-Agency Safeguarding Hub being piloted in Wrexham pg.27
- 3.4. To work with partners to determine the scale of human trafficking and modern slavery across the Force area and develop responses pg.29
- 3.5. To work with partners in the commissioning and delivery of services that reduce the harm caused by substance misuse pg.31

4. Build Effective Partnerships

- 4.1. To complete a 'stock take' of existing partnership arrangements and pursue opportunities to improve pg.34

- 4.2. To progress further collaborative opportunities with other police forces and partners pg.35
- 4.3. To continue to work with national and regional partners to ensure we possess the capacity and capability to meet our obligations as set out in the national Strategic Policing Requirement pg.38
- 4.4. To work with partners to enhance still further our arrangements for tackling rape and other serious sexual offences and in particular for supporting victims pg.41
- 4.5. To determine the future of the existing Force Communications Centre and associated practices, in conjunction with relevant partners pg.43

5. Organisational Development

- 5.1. To deliver the savings of £4.3m in 2014/15 and develop plans for 2015/16 and 2016/17 to realise further savings of the order of £9.5m pg.48
- 5.2. To develop and pursue a new Information, Communications & Technology Strategy to underpin operational service delivery and our savings plan pg.49
- 5.3. To review our existing health and well-being initiatives and develop a programme to maximise the performance and availability of our workforce in this regard pg.50
- 5.4. To review our approach to leadership within the organisation and develop and instigate a leadership programme in keeping with the challenges we face pg.51
- 5.5. To further develop the skills of our police commanders in the handling of critical and major incident command having regard to the lessons learnt from recent national and local events pg.52

1. Prevent Crime

1.1

Policing Objective: Prevent Crime
Work Stream: To develop and implement a Force and County Crime and ASB Reduction Plan for 2014/15
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Neill Anderson
Current status: <ul style="list-style-type: none">• County and Force wide plans produced and agreed at the Force Operations Committee and Force Executive Board.• The plans have now been subject to scrutiny via the first round of the LPS ACPO Performance Reviews.
Progress planned for next quarter: <p>The plans will be subject to formal review in September 2014.</p>

1.2

Policing Objective: Prevent Crime
Work Stream: To improve access to and the understanding and application of evidenced based tactics
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: <p>Discussions have taken place with ACC Mark Bates, Lancashire Constabulary and Neil Wain vice chair for the Society for Evidence Based Policing (SEBP), in order to assess opportunities to progress awareness of the subject in North Wales.</p> <p>T/ACC Shaw and T/DCS Jones have been consulted on and given support to a paper prepared by ACC Bates that will be discussed at the next meeting of North West ACPO in June. The paper provides an update as to progress towards a regional EBP research hub, utilising the higher education / police consortium platform which is currently in existence to deliver higher education led police learning programmes. The paper also outlines an opportunity to coordinate and share research in the North West whilst the College of Policing develop evidence based research and tactics. The potential benefits of a collaborative approach enabling coordination of projects across the North West include, cross regional development of research, workforce development, resource savings through shared research and enhancing North West collaboration.</p> <p>Discussions with the SEBP have identified the need for a workshop to be held in North Wales to raise awareness of EBP in force. This will be further discussed at the EBP board meeting in early July. This workshop would include inputs from academics and police practitioners on what works in EBP and current research projects.</p>
Progress planned for next quarter: <p>Following agreement of ACC Bates paper at North West ACPO there will be further discussion and agreement on progression of an EBP research hub in the region.</p> <p>Details to be confirmed for EBP workshops in Force supported by the SEBP.</p> <p>An internal communications plan is being constructed in Force targeted at Inspector level and above to give a basic knowledge on EBP ahead of the workshops.</p>

1.3

Policing Objective: Prevent Crime
Work Stream: To further develop the identification of risk factors for people killed or seriously injured on our roads in partnership with others in order to focus prevention and enforcement activities
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Jeremy Vaughan
Current status: <p>Project “Revolution” has commenced. This is a joint agency approach seeking to reduce the risk of injury and death of young people on the roads. A course is being designed to address the risk factors around road death that can be faced by young people. This project is supported by NWP and NWFRS and the Welsh Government.</p> <p>Operation Sodium – a multi-faceted anti drink/drug driving operation is underway. This supports the multi-agency summer anti-drink drive campaign.</p> <p>The Commercial Vehicle Unit in the east of the Force has now been established. This is a multi-agency unit with a full time commitment from VOSA. Staff conduct operations in partnership with UKBA and the local authorities.</p> <p>Work continues to further enhance the Force’s tactics in terms of enforcement, engineering, education and engagement in relation to the “Fatal 5” offences. The streamlining of enforcement of traffic offences has now been completed. Traffic Offence Reports have been introduced and are now business as usual. This enables a consistent NWP approach in dealing with traffic offences and allows us to offer educational opportunities to offenders rather than prosecution. This is a significant step forward in engaging the public in casualty reduction.</p>
Progress planned for next quarter: <p>To take Project “Revolution” into the application stage i.e. getting young people on the course.</p> <p>Increased emphasis during the summer months on Operation “Darwen” a policing operation based around engagement and enforcement in respect of motorcyclists. This is fully supported by Bike Safe and the all Wales Casualty Reduction Partnership (Go-Safe).</p> <p>Plans are in place to further develop Operation “Nexus” which is a policing operation aimed at reducing road risk in respect of drivers being distracted whilst driving. This includes mobile telephone use and the use of smart phones for social media etc. when driving.</p> <p>Roll-out of Operation “Spotlight” to include a force action week on enforcement of “Fatal 5” offences.</p>

An "Illegal Drivers" campaign is being planned and will run during the latter part of the summer to support a number of national multi-agency campaigns.

1.4

Policing Objective: Prevent Crime
Work Stream: To increase the number of hours worked by members of the Special Constabulary
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Neill Anderson
Current status: <ul style="list-style-type: none">• The current establishment is 122.• The hours worked per officer have continued to increase. The average is now 24 duty hours per month. An increase of 6 duty hours per month per officer• The strategic work around the Special Constabulary was reviewed during an ACPO Performance Review held in Llangefni on 23/05/2014• The Force Strategic Lead for the Special Constabulary, Ch Insp Simon Barrasford, is producing, in partnership with the Special Constabulary Senior Management Team, an annual plan; this will complement both this objective and the wider Force Crime Reduction Plans• A survey has recently been distributed to all Specials. The survey focuses on what the Specials want from the role, what the barriers are, and how we as an organisation, can improve and enhance their role• Specialist roles have been introduced within the Criminal Investigation Department, Sexual and Violent Offences Unit (SAVOU) and Roads Policing Unit
Progress planned for next quarter: <ul style="list-style-type: none">• Completion of the Special Constabulary Annual Plan.• Special Constabulary Roadshow planned for October 2014. The Roadshow will have a number of informative and interesting speakers, discussing topical subjects to enhance the skill set and knowledge of Special officers.• Employer Supported Policing (ESP) - promote the benefits of ESP and encourage companies to join the scheme. We intend to promote the SC within the business community by providing employers with a better understanding of how their employee's skills as a Special can transfer back into their paid roles.• Further roll out of CID attachments – we currently have a Special Constable working in Western CID, it is working well and this will soon be rolled out to Central.

- The introduction of Special Constables into the rural crime team.
- The introduction of a Special Constable into the community safety team.
- The introduction of a Special Constable into the Integrated Offender Management team (IOM). Trial scheduled to start July 2014.

1.5

Policing Objective: Prevent Crime
Work Stream: To develop a model to identify and respond to people or families who have a disproportionate impact on public services and pursue implementation with partners
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Neill Anderson
Current status: <p>People and families in need is a broad category that currently encompasses a wide variety of both routine police work and a number of areas of proactivity and innovation.</p> <p>It has been recognised that the impact from this area is significant for a number of agencies and organisations – however, there is no recognised or formal definitions for the families concerned.</p> <p>A number of other forces have initiated multi-agency work in this area But there does not appear to be any national methodology or recognised best practice approach.</p> <p>The Multi-Agency Safeguarding Hub (MASH) initiative, local community safety focus/ initiatives, custody / managing offenders, Integrated Offender Management, Youth Offending Team (IOM/YOT etc.) and a pan North Wales partnership forum known as the North Wales Family Support Group (NWFSG) all currently have some involvement in this area. Therefore a multi-pronged approach has commenced to coordinate, develop and implement our approach to the problem.</p> <p>This is as follows –</p> <ol style="list-style-type: none">1) Ensure this area of work has a high level of corporate governance and oversight – Completed, this is led by ACC and Ch Supt LPS and will receive scrutiny at Force forums, such as ACPO Performance Reviews.2) Ensure that all work in this area within North Wales is captured and coordinated – a Force group has been set up which will be known as the North Wales Police Family Support Group (NWPFG) and will be chaired by Supt Harrison. There is now a nominated SPOC (Insp Paul Jones) who is collating information from across the Force and from other agencies. Part of this will also include the gathering of data to develop understanding of the issues as well as baselines to monitor performance. The NWPFG will consist of – <p>Membership Chair – Supt Nigel Harrison, Community Safety Strategic custody / support officer – Insp. Paul Jones Local Policing Services area representatives x 3</p>

North Wales Armed Forces Forum representation – Ch/Insp. Jeff Moses
MASH representative
Strategic PPU
Analyst
Drugs Intervention Programme (DIP) representative
IOM
AWSLCP force coordinator
NWFSG support officer

Two initial work streams have been proposed:

- Family identification
- Common needs assessment document

Once armed with the knowledge above we will develop our problem solving tactics. The current view is that this will be similar to the IOM way of working.

The first formal meeting was held on 9/06/2014. The initial plan will be to identify the highest demand five families in terms of need/at risk of offending in each Local Policing Area and learn by engaging and supporting with a range of multiagency tactics.

This work will be monitored via agreed outcome measures e.g. reduction in calls for service.

To this end, Supt Harrison will be presenting details of our plans at the next NWFSG. The Safer Communities Board will also be utilised to assist with removing any significant blockages. Already as part of a work programme for the next 12 months the NWFSG has agreed to have demand placed on other organisations including the police as a work stream which will facilitate joined up coordination between agencies.

3) Experiment with new ways of working – initiated, as well as the above local plans a larger more ambitious plan is being developed via an innovation funding bid submitted with the support of Flintshire Local Authority to initiate a longer term programme of work within the Flintshire area, this is led by Supt. Hatchett.

In addition it has been recognised that nothing from within these three main actions should stifle any local work. Therefore this will continue as normal, whilst being monitored by the Force group who will also as necessary disseminate any current best practice.

This is potentially a very large area of work hence the need to ensure an appropriate incremental approach.

Progress planned for next quarter:

To continue with the three main actions as outlined above.

2. Deliver an Appropriate Response

2.1

Policing Objective: Deliver an Appropriate Response
Work Stream: To implement the new Victims Code of Practice (VCoP)
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Neill Anderson
Current status: <ul style="list-style-type: none">• A newly updated version of VCoP is available on the Force intranet.• Officers' responsibilities have been explained / directed via a variety of inputs, including awareness training.• Compliance with VCoP is now linked to officer MPR's (Monthly Performance Reviews) in each local policing area.• The Administration of Justice Department are developing Force-wide audit and monitoring processes.• The Force Crime Register has utilised a student on placement to support a piece of work around compliance linked to crime type and area to identify any trends or lessons to be learned.• The officer survey initiative focuses on the wider satisfaction agenda but will pick up on areas of VCoP.• The Force-wide "Being Better" systems thinking roll-in will pick up on the "purpose" of activities and seek to change the thinking for officers to see victim updates as fundamental to the service we seek to provide.• Current IT and issue of "Blackberry's" etc., provide support for officers to be able to maintain victim contact more widely than ever before.• The 'Track My Crime' initiative led by Supt Steve Williams and supported by Toni Blinston has been referred to RMS/Niche nationally for development.• The Force Operations Committee received an update on progress on this area on 12/6/14.• The ACPO Performance Review received an update on this area on 16/5/14.

Progress planned for next quarter:

- To receive updates on compliance from AJD and FCR as well as through local MPR's.
- Being Better/systems thinking roll-in to progress.
- The development of a Service Excellence Programme across the Force seeking to put quality at the heart of everything we do, and focusing the efforts of all on the quality of the interaction and follow up with victims.

2.2

Policing Objective: Deliver an Appropriate Response
Work Stream: To extend the learning from our “systems thinking” work underway in the Flintshire area
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Jeremy Vaughan
Current status: The Being Better work streams are currently: Flintshire and the related Force Control Room/Investigation Support Team Multi-Agency Safeguarding Hub, Wrexham Business Services Case Management Intelligence The first Being Better work stream will now extend into Wrexham and will incorporate front line policing and its related functions.
Progress planned for next quarter: The Being Better Programme Board chaired by T/ACC Shaw will coordinate the active work streams and will meet every 12 weeks. The first meeting is scheduled for 5 th August 2014. The programme board will feed into the Strategic Planning Board chaired by the Chief Constable. The objectives of the Programme Board are: <ol style="list-style-type: none">1. To have oversight of the Being Better work streams and to receive updates from the work stream leads2. To coordinate principles3. To review measures4. To feed into the Strategic Planning Board5. To identify opportunities to experiment between and to progress into new business areas6. To tackle blockages7. To identify opportunities for cashable savings Progress planned for the next quarter: Two awareness sessions chaired by Temporary Superintendent Beck and Chief Inspector Maxwell are planned for supervisors (26 June and 2 July) within Wrexham. The sessions will provide them with an overview of the systems thinking methodology, the policing functions to be examined and timescales. The check team has been identified and consists of a cross section of managers who will examine the work of front line policing and its related business areas. They

will be briefed on 4th July and will be set the work that they are expected to complete and report back during two sessions planned for 1st and 6th August 2014.

Based on the feedback, the Senior Management Team will review the findings and will decide whether any further work is required during the check phase and prior to experimentation.

2.3

Policing Objective:	Deliver an Appropriate Response
Work Stream:	To implement the new Police Service Code of Ethics
Chief Officer Lead:	CC Mark Polin
SMT Lead:	Ch/Supt. Simon Humphreys
Current status:	
Terms of reference have been agreed for a new Committee and are as follows:	
Name of Meeting:	Ethics, Leadership and Culture 11/06/14
Type of Meeting:	Corporate Tasking
Business Area:	Force Integrity
Objectives:	<ul style="list-style-type: none"> • To introduce, promote and nurture the Code of Ethics. • To ensure processes are in place to support those who validly challenge unethical or unprofessional behaviour • To consider and be informed by strong links to the National Ethics Board and College of Policing • To support the good and efficient running of the Force for the benefit of the people of North Wales
Standing Agenda Items:	<ul style="list-style-type: none"> • Communication and promotion of the Code of Ethics • Develop, oversee and implement relevant work streams (such as Code and leadership training) • Develop, oversee and implement workforce and public surveys • Develop, oversee and implement an information set to inform, guide and steer the Committee's work • External scrutiny
Tasking Committees:	<ul style="list-style-type: none"> • Culture, Diversity and Welsh Language
Chair (Position):	Chief Constable
Secretariat:	Staff Officer to the Chief Constable
Frequency:	Six weekly (Review after six months)
The first meeting of the Board has been arranged for Tuesday 22 nd July.	
Progress planned for next quarter:	
<ul style="list-style-type: none"> • Confirmation and briefing of the independent members of the Board. • Draft work streams to be developed. • Work streams to be agreed and allocated at Board meeting on 22.07.14 	

2.4

Policing Objective: Deliver an Appropriate Response
Work Stream: To review the deployment of PCSO's across the Force and implement agreed recommendations
Chief Officer Lead: ACC Richard Debicki
SMT Lead: Ch/Supt. Neill Anderson
Current status: <ul style="list-style-type: none">• A review of the work, deployment and financing of the PCSO's across the Force has been completed.• This has produced a detailed report together with proposals and information around possible financial savings.• This has been presented to the Force Operations Committee and Force Executive Board.• The proposals were supported in general terms although it was agreed this work should now link in with the broader "Operational Futures" work stream led by Ch Supt LPS to be reported on via the Strategic Planning Board. This will also include the option of taking in the future any savings from a reduced work force.• A weekly update is produced by the "Operational Futures" team and a monthly board chaired by the Ch Supt LPS to monitor progress.
Progress planned for next quarter: <ul style="list-style-type: none">• The operational futures work that encompasses this area is due to report by mid-September.• This work will complement a wider review and development of the neighbourhood policing provision across North Wales Police.

2.5

Policing Objective: Deliver an Appropriate Response
Work Stream: To further develop Force communication systems to improve the availability of information on the work of the Force and public safety
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Simon Humphreys
Current status: A number of work areas are being further developed, with the two key areas currently being the website and social media. Website: A new force website will be launched early July. New features include pages aimed at reducing demand on the Control Room by redirecting enquiries to the appropriate responder; a responsive design for mobile, tablet, PC and Web TV devices; and enhanced information designed to ensure that the public consider the NWP website as the place to go for trusted news and information. Social media: In line with the social media plan the use of Twitter continues to be extended with neighbourhood policing teams and we are seeking to increase consistency and frequency of use outside of core working hours.
Progress planned for next quarter: Launch and review of the website, followed by the introduction of additional new features e.g. Behind Bars. Work with the Control Room to identify a suitable resource for out of hours monitoring of the corporate Twitter account and ensure that social media toolkits such as <i>Tweetdeck</i> are used to provide easier, at a glance, monitoring. Closure of the Control Room Twitter account with the corporate account being used instead. Corporate account has 22,000 followers as opposed to 5,000 on the Control Room account. Continued development of other work areas: <ul style="list-style-type: none">• Intranet – ensure SPOCs and management teams support the self-management of their sections• Multimedia – development of short films and interactive sections for the website

3. Reduce Harm and the Risk of Harm

3.1

Policing Objective: Reduce Harm and the Risk of Harm
Work Stream: To continue to enhance our cyber and hi-tech crime capabilities
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: A Cyber Crime Task & Finish Group has been established which aims to; <ul style="list-style-type: none">• Develop an understanding of the current and future (next three years) demand upon NWP in terms of preventing and detecting cyber dependant and cyber enabled crime• Understand the current and future capability and capacity of the region to address cyber crime• To develop a preventative and investigative capability within NWP that compliments a regional infrastructure• To review (from a public perspective) the response provided to high volume cyber enabled crime (harassment) and cyber enabled fraud• To oversee implementation of the Cyber Crime Reduction Plan for 2014-2015 This group is made up of members from each of the policing business areas and with representation from the Office of the PCC, CPS, the Chamber of Commerce and the Federation of Small Businesses. Cyber-crime training has now been mainstreamed for all frontline police officers and staff and the College Of Policing 'Cyber Crime & Digital Policing' NCALT (National Centre for Applied learning Technologies) e-learning modules have been mandated for these staff. Two investigators (Detective Constables) have completed the College Of Policing 'Cyber Crime - Train the Trainers' course and are now in a position to start delivering more specialised cyber training. The content of this course is to be included in all future IPLDP (Initial Police Learning & Development Programme), ICIDP (Initial Crime Investigators & Development Programme) and SIO (Senior Investigating Officer) courses. Two North Wales Police Hi Tech Crime staff will attend the 'PROTECT Centre' at Liverpool John Moore's University on June 23 rd and 24 th to complete a two day workshop concerning the use of digital forensics for combating cyber crime. The workshop operates in conjunction with the ECentre (England's Cybercrime Centre of Excellence Network for Training Research and Education) which supports national and European education and training initiatives in the fight against cyber crime. A representative from the College of Policing has travelled to North Wales and met with the cyber crime business lead to discuss and explain the national cyber crime capabilities mapping exercise. This exercise will map North Wales Police cyber capacity and capability.

North Wales Police continue to engage on a regional basis, and the Force lead attends the North West Cyber Regional User Group.

Progress planned for next quarter:

- To complete the College of Policing Cyber Crime Capabilities framework
- To develop and implement the 'Mainstream Cyber Crime Training Course'
- To engage with the Welsh region and maximise Welsh Government initiatives to prevent and reduce cyber crime in Wales
- To develop the NWP public facing web page with information and advice concerning all aspects of cyber crime prevention and reduction

3.2

Policing Objective: Reduce harm and the risk of harm
Work Stream: To improve our ability to identify and tackle Child Sexual Exploitation
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: <p>Three Barnardo's Child Sexual Exploitation (CSE) practitioners have been recruited as part of the Force strategy to combat CSE in line with the All Wales protocol. A process map has been devised (including identification, joint roles and responsibilities) and is currently issued for consultation. The policy to underpin this process will be finalised thereafter. In order to raise awareness among all operational staff of CSE, divisional awareness days have been arranged. So far two hundred staff have received joint training from Barnardo's. The Force has appointed two Missing Person Co-ordinators whose duties include force wide cover to support the identification of CSE.</p> <p>Child Sexual Exploitation is to be a key priority for the Regional Children's Safeguarding Board (RCSB). Joint multi agency training has been agreed for staff in Social Services, Health and others. Lesson plans have been developed and assessed by the Strategic Public Protection Unit (SPPU) as being fit for purpose. Awareness lessons continue to be delivered by SPPU to all new Police recruits and Police Support Community Officers. CSE training is also due to commence for call takers in the Control Room. A package entitled 'Dangerous Deceptions' is now being delivered by School Liaison Officers in secondary schools across North Wales as part of the 2013/14 training matrix.</p> <p>The Niche RMS flagging process for CSE has been fully prepared and is now in operation. All analysts have received training to identify CSE indicators.</p> <p>There is continued focus on the national policing action plan on CSE to ensure all forces are working towards delivery. A meeting was recently held in Force with the national lead on CSE regarding a position check as to progress. This meeting was positive and allowed further work to progress on developing the raising of awareness of CSE through the ongoing programme of work.</p>
Progress planned for next quarter: <p>The programme of training sessions to raise awareness will continue as outlined. The CSE process map consultation on roles and responsibilities will be completed within the next month. Discussions with other forces in Wales and the North West will continue to be undertaken to identify best practice regarding any gaps in provision of services. This will include children and young people who come into custody and identification of any CSE indicators. There will also be an assessment of further training requirements for BCUHB staff working at the Sexual Assault Referral Centre (SARC) to identify CSE.</p>

3.3

Policing Objective: Reduce Harm and the Risk of Harm
Work Stream: To continue to work with partners to build on our public protection arrangements, including the Multi-Agency Safeguarding Hub being piloted in Wrexham
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: <p>The Multi-Agency Safeguarding Hub (MASH) in Wrexham has been operating since 18/3/14 managing all police referrals on child protection, domestic abuse and vulnerable adults.</p> <p>Agencies who have committed staff to the project are North Wales Police, Wrexham County Borough Council Social Care, BCUHB and Wales Probation. Staff from the four agencies are co-located in Wrexham Police Station and have the ability to access their relevant computer systems from this location. Referrals submitted by police officers are jointly risk assessed and relevant information is gathered from the agencies in a timely manner in order that appropriate decisions are made regarding intervention and sign posting.</p> <p>Communication across the other five local authority areas across North Wales is continuing with reports feeding into the North Wales Social Care Director's meeting and a reference group consisting of members of other local authorities.</p> <p>The measures that have been agreed are:</p> <ul style="list-style-type: none">• End to end time (incident to final decision in MASH)• Repeat referrals into MASH <p>Social Care systems are being adapted to allow for reporting on these measures which were not previously reported upon.</p>
Progress planned for next quarter: <p>The "systems thinking" work stream which is commencing in July 2014 in Wrexham will incorporate MASH and the operational arm of Public Protection.</p> <p>The aim for the next quarter regarding Wrexham MASH is to work towards receiving all referrals that are currently received by Wrexham Social Care so that MASH is the recipient of all safeguarding referrals in Wrexham. A review of the demand into Wrexham Social Care is required.</p>

The aim is for an Eastern MASH to incorporate Flintshire and therefore close liaison is being maintained with that local authority. Planning is required to take place between Wrexham and Flintshire local authorities.

Denbighshire and Conwy local authorities along with BCUHB (Betsi Cadwaladr University Health Board), Wales Probation and North Wales Police have agreed to undertake a review of current working practices using the systems thinking methodology in September 2014.

Managers from North Wales Police, Ynys Mon and Gwynedd Local Authorities are meeting in July to discuss a review in that area of North Wales.

3.4

Policing Objective: Reduce Harm and the Risk of Harm
Work Stream: To work with partners to determine the scale of human trafficking and modern slavery across the Force area and to develop responses
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: <p>To further develop the professionalism of the North Wales Police (NWP) approach to human trafficking, a task and finish group has been established to identify current gaps in our intelligence, information handling and service delivery, and to agree an appropriate way forward. The first meeting is to be held on 25/06/2014 and the North Wales Human Trafficking Coordinator, will also be in attendance. This will be a sub group of the newly formed Missing Person, Child Sexual Exploitation and Human Trafficking Working Group.</p> <p>The task and finish group will also report into the newly formed regional delivery group; a date for the inaugural meeting of the latter group is to be arranged.</p> <p>A multi-agency model for a child and adult victim safeguarding pathway has been designed, trialled and implemented by the Trafficking Practitioners' Group in Cardiff. The basic structure has been shared with senior managers in NWP, Betsi Cadwaladr University Health Board and Social Services and has their support.</p> <p>North Wales Police are currently working with the Trafficking Coordinator and numerous partner agencies, including the Red Cross, to create response plans for incidents.</p> <p>Lesley Griffiths AM, the Welsh Assembly Government Minister for Safer Communities, visited Holyhead Port on 30th May.</p>
Progress planned for next quarter: <p>A local training initiative will take place at BAWSO (Wrexham) on 30th June, where BAWSO staff will receive intelligence training from the Project Coordinator, followed by an input from the NWP Amethyst Team, re the legal and procedural requirements of victim care. BAWSO is a Welsh Government accredited support provider, delivering specialist services to people from black and ethnic minority backgrounds. This includes support to those affected by domestic abuse, female genital mutilation, forced marriage, human trafficking and prostitution.</p> <p>An action plan will be drawn up following the forthcoming NWP task and finish group and regional delivery group meetings to ensure that all aspects of the NWP approach to human trafficking are being progressed, and that we are contributing effectively to the delivery plan being coordinated.</p>

3.5

Policing Objective: Reduce Harm and the Risk of Harm
Work Stream: To work with partners in the commissioning and delivery of services that reduce the harm caused by substance misuse
Chief Officer Lead: T/ACC Simon Shaw
SMT Lead: Ch/Supt. Neill Anderson
Current status: <p>NWP are actively involved in the work of the North Wales Area Planning Board (APB). T/ACC Shaw is Vice Chair of the APB Executive Group and Chair of the APB Delivery Group. In addition T/ACC Shaw is Chair of the North Wales Community Justice Integrated Services Strategic Board.</p> <p>The 2014/15 Substance Misuse Action Fund (SMAF) revenue expenditure plan totalling £4.92m has been submitted to Welsh Government and is currently awaiting approval. The APB has also agreed the expenditure plan of the BCUHB's (Betsi Cadwaladr University Health Board) £4.95m ring fenced substance misuse service fund.</p> <p>The APB is currently reviewing all contracts for commissioned services to ensure the equitable delivery of, and access to, services across North Wales. For example additional capacity for substance misuse Child and Adolescent Mental Health Services (CAMHS) and Alcohol Liaison Services has been commissioned to enable these services to be delivered across all of North Wales.</p> <p>Tactically, county level meetings have taken place with partners to ascertain the requirements collectively for high demand dates including Christmas to allow APB monies set aside to be focussed across the region.</p> <p>A process has been developed in our custody units so that each prisoner prior to release will undergo a needs assessment to ascertain what is driving their criminality. This assessment will be undertaken by either a substance misuse worker or custody nurse. Thereafter direct contact will be facilitated with agencies that can provide support.</p> <p>Work continues to be undertaken to redeploy community substance misuse workers (ARCH) into our police stations which in some areas allows for a colocation of probation as well.</p>

Progress planned for next quarter:

A consultation has commenced on the final phase of the development of the APB 2015 – 2017 Commissioning Strategy. This work will be concluded in September 2014. NWP contributions to this consultation will propose that reducing the harm caused by alcohol misuse should be the top priority for the region.

The APB will work with BCUHB during 2014/15 to better align the commissioning undertaken through this and the SMAF funding. In addition the APB will take a similar approach with the Drug Intervention Programme.

The APB are currently reviewing the existing substance misuse estate across North Wales and the outcome of this, along with the needs identified in the Needs Assessment and Commissioning Strategy, will inform the priorities for which capital proposals will be developed (the 2014/15 SMAF Capital Grant for the North Wales APB totals £1.12m).

Work will continue in relation to relocation of substance misuse workers into North Wales Police estate. Additionally this closer alignment to our neighbourhood policing team will support work which has been initiated in relation to high demand families.

4. Build Effective Partnerships

4.1

Policing Objective: Build Effective Partnerships
Work Stream: To complete a stocktake of existing partnerships arrangements and pursue opportunities to improve
Chief Officer Lead: Chief Constable
SMT Lead: Ch/Supt. Neill Anderson
Current status: <ul style="list-style-type: none">• A stocktake of existing partnerships has been undertaken.• Supt Nigel Harrison has produced a report highlighting the issues.• Feedback on this report has now been taken and Supt Harrison is producing a re-draft suitable for progressing with partners – this will be completed by mid-June.
Progress planned for next quarter: <ul style="list-style-type: none">• Re-draft completed.• Chief Constable considering opportunities to address with partners.

4.2

Policing Objective: Build Effective Partnerships
Work Stream: To progress further collaborative opportunities with other police forces and partners
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Simon Humphreys
Current status: A compilation of Force wide collaborative activities has been undertaken. This was broken down into: <u>Ongoing Business Areas:</u> Titan: Prison Intelligence: Detective Inspector has been appointed, and go-live is due on 1 st July. The impact of the new prison in North Wales has been discussed, and further meetings are due in July to assess the potential impact of this. Technical Support Unit: Appointments to lead the unit are being finalised, whilst all other staff will remain in the home force. A single IT and procurement process is being developed. Forensics: An Innovation Fund Bid for a joint forensic service provision between four of the North West Forces was drawn together. Cheshire Constabulary decided not to continue with this arrangement. NWP are now waiting for an answer from Merseyside as to whether any further plans to collaborate in this area will be made. Minerva: 15 forces are part of the project, as well as Niche Technology as a private sector partner. An Innovation Fund bid has been submitted via Sussex Police for funding, with a projected return on investment of 5:1. The result of the bid will be disclosed at the end of June. North West Region ICT: It is unlikely this group will continue to exist given that the previous co-ordinator has returned to their home force. This was due to funding ending for the post. Savings for NWP have been taken and accounted for. It is important to note that the main previous product of this collaboration has been the Minerva Programme, which is still live and ongoing. Managed Services: We are in the process of procuring one managed service for IT provision that will cover the existing eight separate contracts that are currently in place. Training, Learning and Development: We have reciprocal training agreements in place with Cheshire that link into their Crime Academy. There are opportunities to

collaborate further, however this has proved difficult to progress due to a number of meetings being cancelled. We are working with local education providers, such as Coleg Llandrillo and the University of Central Lancashire, in order to further scrutinise the cost of traditional course providers.

Criminal Justice: We are working with other Criminal Justice partners on the Criminal Justice Efficiency Programme.

North Wales Prison: We are working closely with the Ministry of Justice, the National Offender Management Service and Wrexham County Council to determine the operational and financial Impact of the new prison. A construction company has now been appointed to build the Prison, and we will begin negotiations with them to ensure the facilities and equipment we will need will be in place.

Fleet: Collaborative opportunities have been explored with North Wales Fire and Rescue Service. Scoping has taken place regarding the procurement of a managed service for the fleet function. There are savings to be made from within this service, and work is ongoing in this regard.

Seized Property: This is a future area for collaboration, with the potential to achieve economies of scale. There is evidence provided by the Minerva Project that this scale can be achieved.

Opportunities for collaboration that may become apparent from within the Communication Futures Programme were also scoped; these were primarily in Estates, Staffing and ICT.

Collaborative Innovation Fund bids that were submitted to the OPCC at the end of April were documented.

A position statement for each of these areas has been recorded, and cross referenced with the detail contained within the Medium Term Financial Plan.

The projected financial savings that are attributed to these areas of collaboration have been cross referenced with the HMIC Valuing the Police Part 4 document which also includes actual and proposed savings detailed within the Medium Term Financial Plan.

Progress planned for next quarter:

An internal Collaboration meeting has been convened for 27th June and will progress the following themes:

- To maximise the opportunities for collaboration in the Force
- To update our position with existing collaborations

4.3

Policing Objective: Build Effective Partnerships
Work Stream: To continue to work with national and regional partners to ensure we possess the capacity and capability to meet our obligations as set out in the national Strategic Policing Requirement
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Simon Humphreys
Current status: <u>Public Disorder</u> A review of the SPR template has been actioned in line with the STRA. As an organisation we continue to meet the National Policing. Key elements include: <ul style="list-style-type: none">• Continued attendance at the North West Region Public Order and Public Safety Group to ensure full interoperability• Standardised delivery of lesson plans and a North West shared repository of skills (Chronicle) <u>Civil Emergencies</u> Local LRF has realigned from 15 groups to 8 groups, which has made the main work streams more manageable with a clear focus on the high risk areas identified through the Community Risk Register. The development of business continuity plans is well under way to meet the ISO 22301 Standard which is based on a strategic, tactical and operational impact analysis. <u>Serious and Organised Crime</u> OC capabilities have been reviewed by Crime Services. There is only one change to the RAG grading from the previous SPR at the end of 2013 where the capability 04/03 has changed from Amber to Green as the Force now has a communications, marketing and media strategy for Organised Crime with the launch of Operation Scorpion. <u>Cyber Crime</u> A cyber crime strategy has been prepared and included in the 2014/15 North Wales Police Crime and ASB Reduction Strategy. This plan which was developed and endorsed through the Force Operations Committee provides direction on action to be undertaken to reduce the threat and impact of cyber crime in North Wales. Terms of reference for a Force Cyber Crime Task and Finish Group have been agreed. This group will oversee the

implementation of the reduction plan and will also seek to develop a greater understanding of current and future demand for preventing and detecting cyber dependent and cyber enabled crime in North Wales.

Progress planned for next quarter:

- Implementation of the Business Continuity Plans
- NWP Cyber Crime Task & Finish Group established

4.4

Policing Objective: Build Effective Partnerships
Work Stream: To work with partners to enhance still further our arrangements for tackling rape and other serious sexual offences and in particular for supporting victims
Chief Officer Lead: ACC Richard Debicki
SMT Lead: T/D/Ch/Supt. Wayne Jones
Current status: <p>The Amethyst team have now been in place for 12 months and the end of year crime reporting data demonstrates the positive effect of the investment by the Force. There has been a 15.8% increase in reporting of serious sexual offences which equates to 388 reports made during 2013/2014 compared to 335 for the same period 2012/13. There has been an increase in the number of detections for both cases of rape and assault by penetration, with 90 cases of rape detected end of year 2013/14 compared to 69 cases in the previous year, a 30.4% increase. Offences of assault by penetration showed an 85.7% increase in cases detected which equates to 26 cases detected this year compared to 14 in the previous year. The North Wales attrition rate currently stands at 36.4% for rape and 17.6% for other sexual offences. This remains the lowest rate in Wales. The attrition rate is the amount of charged cases that do not secure a conviction at court.</p> <p>The Amethyst post implementation review has now been completed and the recommendations have received ACPO approval. The recommendations will ensure sufficient staffing levels are in place to manage the volume of work.</p> <p>A funding bid has been submitted through the Police Innovation Fund to support Operation Bystander. The objective of Operation Bystander is to increase awareness of sexual offences, consent and sexual offence services in North Wales and to prevent offending through community intervention and empowerment.</p> <p>The Cats Paw theatre group educational programme is now supported and facilitated by the School Liaison Officers. The programme helps to emphasise the importance of young people being aware of their legal rights, having an understanding of consent issues and identifying and understanding potentially dangerous situations.</p> <p>Crown Prosecution RASSO (Rape and Serious Sexual Offence) lawyers are due to be co-located within North Wales police buildings full time. RASSO lawyers are already located within the Amethyst team at Police HQ, but work is in progress for them also to be located in Wrexham and the Western area of the Force. This will allow for improved lines of communication for all sexual offence investigations.</p> <p>A funding bid has been submitted for additional ISVA (Independent Sexual Violence Advisor), CYSVA (Children and Young Person's Sexual Violence Advisor) and counselling services for Children and Young persons – part funding has been</p>

obtained for CYSVA. The current capacity of the ISVA is inadequate, due to workload issues the ISVA is only able to provide victim support post charge. This funding bid would allow earlier access to the ISVA service to all adult and child victims of rape and serious sexual violence.

Work is ongoing with Victim Support to assess where we can improve further support for victims of rape and sexual offences. This is linked to the development of a preventative strategy through a multi-agency delivery plan, with a target date of the first stage of delivery being mid-September to coincide with Fresher's week at the local universities.

A tactical plan is being developed through the Regional Children's Safeguarding Board Communications Group, to ensure effective links are made with young people using the most suitable method to engage with them.

In support of the rape action plan Continuous Professional Development training is planned with CPS and counsel for all Amethyst staff in the autumn. This will allow professional discussion and sharing of best practice between CPS and police to improve criminal justice outcomes.

Progress planned for next quarter:

The changes recommended by the Amethyst review will be in place and require evaluation to ensure improved service delivery. Priority will be given to examining the role of the STO, investigative strategies and work with partners in CPS and BCUHB.

The role of Victim Support and the services they can offer to victims of rape and serious sexual offences will continue to be progressed.

Predicative opportunities and analytical support to be further explored in line with the prevent strategy. Wakestock festival takes place between 11th – 14th July, staffing provisions are in place which include Amethyst Detectives, STO's and crisis workers attending on site over the 4 day event along with a Detective Inspector. Preventative opportunities have been fed back to the organisers by the Amethyst team in relation to lessons learnt from last year's event.

4.5

Policing Objective: Build Effective Partnerships
Work Stream: To determine the future of the existing Force Communications Centre (FCC) and associated practices, in conjunction with relevant partners
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Jeremy Vaughan
Current status: The service leads have refined the overall vision for the future of the FCC and these have formed the basis of the revised work streams which were agreed at the Programme Board on 6 th May. The revised work streams along with progress to date and the Programme Brief (outline business case for the programme) will be considered at the Programme Board, chaired by the DCC on 23 rd June 2014. The new work streams are: 1. Information and intelligence flow – Owner: Keith Williams, Information Communication and Technology (ICT) This work stream will seek to: <ul style="list-style-type: none">• Identify user requirements for information flow• Develop options around multimedia communications platforms/channels which are flexible and mobile and facilitate the flow of information to our staff and between our staff and the public• Undertake a project to consider technology options that could be deployed to enable data access and input outside of the force estate (mobile data) 2. Communications – Owner: Supt. Paul Breed, Corporate Services This work stream will seek to: <ul style="list-style-type: none">• Identify options which support an optimum Force structure, to facilitate timely proactive and reactive communication and media messages using a variety of media platforms 3. Access points and call routing & resolution – Owners: Keith Williams ICT and Paul Shea FCC This work stream will seek to: <ul style="list-style-type: none">• Identify telephony and internet based products which provide that consistent interface between the Force access points, and are capable of providing meaningful data to help understand demand and the impact of our initiatives whilst helping to identify risk and vulnerability in terms of repeat service users• Consider whether how the public contact North Wales Police is flexible and

up to date and whether this makes best use of technology

- Describe the limitations of our current systems and examine commercial off the shelf (COTS) contact centre systems and produce options (and cost/benefit analysis) that will improve first contact resolution
- Explore the benefits of a local hub structure within the control room and beyond, ensuring that any future FCC structure facilitates the delivery of the vision. Recommend on future structures

4. Briefing, Tasking and Debriefing – Owner: T/Ch/Insp Siobhan Edwards, FCC

This is a new work stream and will seek to:

- Identify options which support an optimum Force briefing process, this will include prioritising, tasking and debriefing

5. Command and Control – Owner: T/Supt Alex Goss, FCC

This work stream will seek to:

- Explore whether the way the current version of Intergraph Computer Aided Dispatch (iCAD) is used from a business process and operational perspective, is both efficient and effective and delivers against our vision
- Recommend how iCAD could be simplified
- Consider whether there are better command and control systems available and describe their benefits

6. eCommerce – Owner: Corporate Programme Office (to be allocated by PB on 23.06.14)

This work stream will seek to:

- Implement locally eCommerce which is a national solution that provides an end-to-end electronic process for any public facing transaction. The programme is split into two phases. Phase 1 is Firearms Licensing, and phase 2 is considering additional transactional services for example subject access requests. North Wales implementation of phase 1 scheduled for Autumn 2014.

Crud y Dderwen – Joint Communications Centre (JCC)

Consistent with our 2012-2016 Estates Strategy in early 2014 work was commissioned via the Estates Rationalisation Programme Board to explore the feasibility of vacating the current control room site at Crud Y Dderwen and locating the function elsewhere within the existing estate. This was done in conjunction with the North Wales Fire and Rescue Service and several meetings have been held involving the relevant subject experts.

A number of options have been considered and an options appraisal will be submitted to the Estates Rationalisation Programme Board on 30.07.14.

Co – location with Welsh Ambulance Service NHS Trust

The creation of a single control centre containing a large control room floor that houses police, fire and health professionals would be an obvious benefit. The approach would support the near instantaneous ability to plan and share information when dealing with calls for assistance. The co-location would allow for systems, roles and resources to be integrated between the services, which would improve efficiency and support value for money.

In 2012 as part of a partnership initiative WAST deployed supervisors to the JCC at peak times to liaise with both police and the NWFRS. The increased cooperation and management of potential adverse incidents between the services was found to be very beneficial however the initiative was concluded following a WAST strategic reorganisation.

Also in 2012 an in-depth study was commissioned by WAST comprising of a strategic outline business case and feasibility study, which despite identifying the numerous benefits, concluded that there was a material shortfall in space required to support a tri-service solution within Crud Y Dderwen. It was estimated at the time that the costs associated with developing an entirely new facility were around £35 million.

Notwithstanding the above study the potential for a tri-service facility is still being explored within Crud Y Dderwen as part of the Communication Futures Programme.

Benchmarking

Liaison with the other English and Welsh forces and learning from Her Majesty's Inspector of Constabulary (HMIC) inspections has allowed the Programme to consider national trends and initiatives to reduce cost. The majority of forces are centralising their Command and Control estates or looking towards regionalisation in an effort to rationalise costs. Innovations by other forces are currently being scoped and include income generation from the call centre, work force modelling software to accurately match staff to demand and peak time contracts.

Progress planned for next quarter:

1. Analysis and options for work stream 1 (Information and intelligence flow) completed including the initiation of a mobile data review/project
2. Analysis and options for work stream 2 (Social media) completed
3. Project initiated for the installation of a new telephony system, including the business case (work stream 3)
4. Detailed plans completed for a local hub structure within the FCC (work stream 3)
5. Detailed options presented for a briefing, tasking and debriefing solutions (work stream 4)
6. Review completed of iCAD together with recommendations
7. Project initiated to introduce the eCommerce platform
8. Decision taken in respect of the lease on the JCC building at Crud y Dderwen by the Estates Rationalisation Programme Board

9. Results of scoping with the WAST in relation to a potential co-location of their dispatch function at JCC
10. Update on potential areas for innovation, taking into account HMIC Valuing the Police compendium

5. Organisational Development

5.1

Policing Objective: Organisational Development
Work Stream: To deliver the savings of £4.3m in 2014/15 and develop plans for 2015/16 and 2016/17 to realise further savings of the order of £9.5m
Chief Officer Lead: DF&R Mike Parkin
SMT Lead: Geoff Bradley
Current status: The budget for 2014-15 has been set and savings of £4.3m have been identified and are expected to be achieved. The Strategic Programme Board (SPB) has been set up to: <ul style="list-style-type: none">• Agree, review and monitor the Force savings plan for 2015-16 and 2016-17• Oversee the strategic direction of projects and collaboration• Commission, coordinate and challenge the outputs of the Force Committees and their respective steering groups 22 work streams with potential savings of £10.3m have been identified. Leads and Terms of Reference for the work streams were agreed at SPB on 2 nd June 2014. Detailed work is now being carried out to report back by the end of September. Plans and processes were discussed with HMIC during the <i>Valuing the Police 4</i> inspection, and positive feedback was received.
Progress planned for next quarter: Work stream proposals for savings to be developed and reported through the Force Committees by the end of September in order to feed into the Budget setting process. The next SPB meeting will take place on Monday 26 th August 2014.

5.2

Policing Objective: Organisational Development
Work Stream: To develop and pursue a new Information, Communications & Technology Strategy to underpin operational service delivery and our savings plan
Chief Officer Lead: DF&R Mike Parkin
SMT Lead: Geoff Bradley
Current status: <u>ICT Strategy</u> The ICT Strategy is currently being updated. This will be a refresh rather than a fundamental change pending the outcome of other Force work streams such as the Control Room Futures and the fundamental review of the Records Management System (RMS) processes. <u>Savings Plan</u> A tender process is underway under European competitive dialogue rules for the provision of ICT support services. The expectations include the delivery of: <ul style="list-style-type: none">• Reduction in the running costs for ICT both at contractual level and through the implementation of automation (e.g. service desk, password resets)• Increased opportunity for a more flexible, scalable and resilient ICT service, including but not limited to<ul style="list-style-type: none">• capacity on demand,• utility based pricing mechanism,• regular benchmarking to demonstrate VfM• ability to accommodate technology changes• Improved delivery of service through improved service integration and an outcome-based contract that's fully (Information Technology Infrastructure Library) ITIL compliant• Improved ICT support which is better aligned to a modern Police service where 24/7 user support is provided and first-contact problem resolution is the norm• Increased opportunity for NWP IT staff to engage with the business through a reduction in existing ICT contract management• Access to a partner who can sponsor and deliver real service improvements and savings through innovative ICT
Progress planned for next quarter: The procurement process will continue during the next quarter, with an expectation of being at the stage of awarding the contract at the end of the calendar year.

5.3

Policing Objective: Organisational Development
Work Stream: To review our existing health and well-being initiatives and develop a programme to maximise the performance and availability of our workforce in this regard
Chief Officer Lead: DF&R Mike Parkin
SMT Lead: Geoff Bradley
Current status: <ul style="list-style-type: none">• There is a National drive for operationalising wellbeing within the police service, being driven by Chief Constable Mike Cunningham (ACPO portfolio for Workforce Development)• Locally, within NWP, Business Services have brought together a small team of personnel under the direction of the Head of People Services who are driving forward the health and wellbeing agenda• Specific activity underway in force includes:<ul style="list-style-type: none">- Mobile Health Screening – promoted force-wide 17.06.14.- Cycle to Work Scheme – Go live June 2014- Work underway to engage a force-wide network of wellbeing advocates.- WCS reviewing an awareness package to support the re-introduction of force-wide local area welfare officers- Work underway to engage a new chaplaincy service, as an additional support network for staff- Plans in place to promote a force-wide campaign to raise awareness of Cancer- The team are working with the Web Design team and Marketing and Media to develop current support and guidance materials for staff and managers and to seek out promotional opportunities to highlight good news stories• The team have developed an Action Plan which records ownership, progress and timelines
Progress planned for next quarter: <ul style="list-style-type: none">• Work is underway to draft a North Wales Police ‘People Strategy’ which will support the Police and Crime Plan. The strategy will be underpinned by our Force Values, Behaviours and The Code of Ethics. The People Strategy will link our Purpose to our People Priorities.

5.4

Policing Objective: Organisational Development
Work Stream: To review our approach to leadership within the organisation and develop and instigate a leadership programme in keeping with the challenges we face
Chief Officer Lead: DF&R Mike Parkin
SMT Lead: Geoff Bradley
Current status: <ul style="list-style-type: none">• The Chief Constable has held two ACPO Leadership Away Days' during March and May 2014. The team identified the need for a Leadership Development Strategy• Business Services have brought together a small team of personnel under the direction of the Head of People Services who are driving forward the Leadership agenda on behalf of the ACPO team• An assessment has been carried by the team of the current ongoing leadership activity within NWP and areas for development• The team are meeting with colleagues within Lancashire on Wednesday 18.06.14 to learn from their progress around their Leadership Programme and have also arranged to speak with colleagues in Wiltshire who have also introduced a new leadership framework which is embedded within their People Strategy
Progress planned for next quarter: <ul style="list-style-type: none">• To review the research undertaken and develop an action plan for implementation of a Leadership Programme within NWP• As per the 'Health and Wellbeing' update, work is underway to draft a North Wales Police 'People Strategy' which will support the Police and Crime Plan. The strategy will be underpinned by our Force Values, Behaviours and The Code of Ethics.

5.5

Policing Objective: Organisational Development
Work Stream: To further develop the skills of our police commanders in the handling of critical and major incident command having regard to the lessons learnt from recent national and local events
Chief Officer Lead: DCC Gareth Pritchard
SMT Lead: Ch/Supt. Jeremy Vaughan
Current status: <ul style="list-style-type: none">• Course structure and lesson plans being developed to create a Silver/Gold CADRE course containing key training needs and lessons learnt. Lesson Plans at advanced level• Lessons learnt and debriefs cascaded where appropriate• Lessons learnt stored on the debrief knowledge bank• Exercises for site or hazard specific risks have occurred involving Commanders• Joint Emergency Services Interoperability Program (JESIP) training roll out to all Commanders
Progress planned for next quarter: <ul style="list-style-type: none">• Finalisation of course content and lesson plans• JESIP training to be continued• Maintenance of debrief process and lessons learnt for Major Incidents• A number of exercises planned for the next quarter which involve Commanders:

**POLICE AND CRIME PANEL
PANEL HEDDLU A THROSEDD**



**NORTH WALES POLICE AND CRIME PANEL
FORWARD WORK PROGRAMME**

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Date	Subject	Responsible Officer (including e-mail address)
19 Jan 2015	<p>How is the PCC scrutinising the Force's performance against the Police and Crime Objectives of the Plan</p> <p>To receive a scrutiny report on how the PCC is scrutinising the Force's performance against the Police and Crime Objectives of the Plan.</p>	Ken Finch, Strategic Director - Democracy and Environment ken.finch@conwy.gov.uk
19 Jan 2015	Confirmation Hearing for Deputy Chief Executive	Winston Roddick, Police and Crime Commissioner
19 Jan 2015	<p>Complaints Received</p> <p>To receive a summary of the number of complaints received and the action</p>	Ken Finch, Strategic Director - Democracy and Environment ken.finch@conwy.gov.uk
19 Jan 2015	<p>Proposed Precept 2015/16</p> <p>To consider the proposed precept for 2015/16</p>	Winston Roddick, Police and Crime Commissioner
19 Jan 2015	<p>Police and Crime Plan</p> <p>North Wales Police and Crime Plan - Second Revision March 2015</p>	Winston Roddick, Police and Crime Commissioner
Future Items		
June 2015	<p>Annual Report from the Police and Crime Commissioner</p> <p>To receive the Commissioner's annual report (November 2013 to May 2014)</p>	Winston Roddick, Police and Crime Commissioner

Date	Subject	Responsible Officer (including e-mail address)
June 2015	Member Allowances and Expenses To receive a report on the allowances paid to members of the Police and Crime Panel.	Ken Finch, Strategic Director - Democracy and Environment ken.finch@conwy.gov.uk
June 2015	How is the PCC improving confidence in the Police across Wales To consider a scrutiny report on how the PCC is improving confidence in the Police across Wales	Simon Hensey, Scrutiny Support Officer simon.hensey@conwy.gov.uk
June 2015	Partnership Working	Winston Roddick, Police and Crime Commissioner
Between 12 Jun 2015 and 30 May 2016	How is the PCC making commissioning decisions and what are his future intentions To consider a scrutiny report on how the PCC is making commissioning decisions and what are his future intentions	Simon Hensey, Scrutiny Support Officer simon.hensey@conwy.gov.uk
Between 12 Jun 2015 and 27 May 2016	How is the PCC building effective partnerships To consider a scrutiny report on how the PCC is building effective partnerships	Simon Hensey, Scrutiny Support Officer simon.hensey@conwy.gov.uk
	Update on changes to Funding Formula To receive an update on the review of the police formula funding.	Winston Roddick, Police and Crime Commissioner

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