

## POLICE AND CRIME PANEL PANEL HEDDLU A THROSEDD



### North Wales Police and Crime Panel

Monday, 25 January 2016 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 3 - 12)  
To approve and sign as a correct record minutes of the previous meeting.
5. **Announcements by the Chair**
6. **To consider reports by the North Wales Police and Crime Commissioner:**
  - a) **Police and Crime Plan** (Pages 13 - 40)
  - b) **Budget and Precept Setting Report 2016/17** (Pages 41 - 53)
  - c) **Medium Term Financial Plan** (Pages 54 - 76)

**7. To consider reports by the Host Authority:**

**a) Meeting Schedule 2016/17**

Monday, 13 June 2016 @ 2.00 pm  
Monday, 19 September 2016 @ 2.00 pm  
Monday, 14 November 2016 @ 2.00 pm  
Monday, 12 December 2016 @ 2.00 pm  
Monday, 23 January 2017 @ 2.00 pm  
Monday, 14 March 2017 @ 2.00 pm

**b) To consider the Forward Work Programme for the North Wales Police and Crime Panel (Pages 77 - 78)**

**8. Date of Next Meeting:**

14 March, 2016 @ 2pm

**Membership of Panel**

Cllr Amanda Bragg  
Cllr Brian Blakeley  
Cllr Glenys Diskin (Chair)  
Cllr Philip C. Evans J.P.  
Cllr David Griffiths  
Cllr Julie Fallon  
Cllr William T. Hughes  
Cllr Bernie McCann  
Cllr Dilwyn Morgan  
Cllr Gethin Williams

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

Patricia Astbury (Vice-Chair)  
Timothy Rhodes

Independent Co-opted Member  
Independent Co-opted Member

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If you have any queries regarding this, please contact the representative of the Strategic Director – Democracy and Environment at the meeting.

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**NORTH WALES POLICE AND CRIME PANEL**

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Monday, 14 December 2015 at 2.00 pm  
Bodlondob, Conwy

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Present: Pat Astbury (Vice-Chair in Chair)

Councillors: Brian Blakeley, Philip C. Evans J.P.,  
Julie Fallon, David Griffiths, Bernie McCann, and  
Dilwyn Morgan

Lay Member/  
Co-opted Member Tim Rhodes

Officers: Ken Finch (Strategic Director - Democracy and  
Environment), Dawn Hughes (Senior Committee Services  
Officer) and Richard Jarvis (Solicitor)

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

205. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Amanda Bragg,  
Glenys Diskin, Wil Hughes and Gethin Williams.

206. **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.

207. **URGENT MATTERS**

None.

208. **MINUTES**

The minutes of the North Wales Police and Crime Panel (PCP) held on 9  
November 2015 were submitted for approval.

The Acting Chief Executive (Office to the Police and Crime Commissioner - OPCC) provided the PCP with an update on the actions from the meeting held on 21 September 2015.

- Copies of the Anti-Social Behaviour (ASB) victim satisfaction surveys would be circulated to Panel Members shortly.
- Copies of the statistics in relation to the abandonment rate for non-emergency calls had been circulated to Panel Members. The Deputy Police and Crime Commissioner (PCC) advised that the OPCC was still in dialogue with the North Wales Police (NWP) and that he had received a detailed briefing in relation to the abandonment rates; further meetings with the Force would be held shortly.
- Visits had been arranged to the Call Centre in St Asaph, however another date would be organised for the Members who had been unable to attend.
- The Acting Chief Executive reiterated his invite to Panel Members to visit the OPCC.
- That the concerns in relation to neighbourhood policing and the availability of PCSOs, particularly in the Wrexham area had been reported back to the North Wales Police and to Councillor David Griffiths (Wrexham County Borough Council).

In relation to clarity on the number of PCSOs in the local community, the Deputy PCC informed the PCP that the planned strength was 242 PCSOs, with an actual of 233 PCSOs; it was noted that the actual figure did fluctuate due to progression within the NWP. In the Medium Term Financial Plan there was a planned reduction of 19 PCSOs for the forthcoming year.

Councillor Julie Fallon questioned the areas the PCSOs covered, as she had been advised that the number of PCSOs covering Conwy and the surrounding areas had been reduced from 9 to 4 PCSOs in the last 12 months. Councillor Fallon was concerned that with the lack of PCSOs in the local community, ASB was slowly increasing.

In response to these concerns, the Deputy PCC reported that the figures that he had recently been provided with, suggested that West Conwy had 23 planned PCSOs, with an actual FTE of 22.56 PCSOs.

The PCC would ask the NWP for an explanation in relation to the number of PCSOs in Councillor Fallon's area, however it could be due to operational reasons.

The PCC highly valued the relationship PCSOs had with their communities and the first class intelligence provided by PCSOs; this was also recognised in the consultation exercise carried out on the Police and Crime Plan.

**RESOLVED-**

- (a) That the minutes of the North Wales Police and Crime Panel held on 9 November 2015 be approved.**

**(b) That the Police and Crime Commissioner seeks clarity on the number of PCSOs in Councillor Fallon's area (West Conwy) from North Wales Police.**

**(c) That copies of the Anti-Social Behaviour victim satisfaction surveys be circulated to the Police and Crime Panel.**

**(d) That an additional visit be arranged to the Call Centre in St Asaph for Panel Members.**

209. **ANNOUNCEMENTS BY THE CHAIR**

The Vice-Chair officially welcomed Councillor Bernie McCann (Wrexham County Borough Council) to the meeting as Home Office approval had now been received.

The Strategic Director (Democracy and Environment) advised the Police and Crime Panel (PCP) that the Home Secretary had delegated powers to the Policing Minister to approve changes to the PCP membership, which should now speed up the approval process.

210. **PRESENTATION BY MR. ANDY JONES (PROBATION SERVICE) ON BUILDING EFFECTIVE PARTNERSHIPS**

Mr. Andy Jones, the Assistant Chief Executive of the National Probation Service provided the Police and Crime Panel (PCP) with a presentation, which focused on partnership working and in particular Multi Agency Public Protection Arrangements, otherwise known as MAPPA.

MAPPA was a partnership between the Police, Probation and Prison Services, known as the Responsible Authority and other duty to co-operate agencies, such as Social Services, Health Trusts, Youth Offending Teams, Jobcentre Plus and Local Housing and Education Authorities.

MAPPA provided a framework for protecting the public against violent and sexual offenders who posed the highest risk of harm to the public.

The presentation covered the following areas:

- The history of MAPPA
  - Established by the Criminal Justice and Court Services Act 2000 (Police and Probation as Responsible Authorities) and in 2003 the Criminal Justice Act added the Prison Service as a Responsible Authority.
- Four distinct features of MAPPA
  - Identification of offenders
  - Sharing of information
  - Assessment of the risk the offenders present
  - Management of risk
- Who runs MAPPA
  - Ministry of Justice/OMPPG
  - Strategic Management Board

- Responsible Authorities – Probation, Police and Prison Services.
- Duty to Co-operate Agencies
- Agency Single Point of Access
- Statutory Guidance Version 5
- Who is managed through MAPPA
  - Category 1 Registered Sex Offenders.
  - Category 2 Violent Offender (sentenced to 12 months or more custody or detention in hospital, in the community subject to licence).
  - Category 3 Other Dangerous Offender – have committed a sexual or violent offence in the past and are considered to pose a risk of serious harm to the public.
- Levels of Management
  - Level 1 (Ordinary agency) – managed by one or two agencies, information exchange.
  - Level 2 (Multi agency) – several agencies required to manage the offender; regular review meetings.
  - Level 3 (Multi agency) – highest risk offender; imminent risk of harm, with decisions taken by Senior Managers.
- Violent and Sexual Offenders Register (ViSOR)
  - A national shared computer application, which was accessed and updated by the three Responsible Authorities.
  - A secure database that enables the sharing of risk assessment and risk management information.
  - ViSOR improves the capacity to share information on dangerous individuals in a timely manner.
- Meetings of MAPPA
  - Confidentiality, information sharing, risk assessments, risk management plan, accountability, disclosure and reviews.
- Thematic Inspection Report 2011
  - Purpose of inspection was to assess the effectiveness of MAPPA in reducing the risk of harm to others through joint working and exchange of relevant information.
  - The inspection found that generally MAPPA was working well.
- Meetings of MAPPAs focused on the four pillars of Risk Management as detailed within Professor Kemshall Thematic Inspection Report:
  - Supervision
  - Monitoring and control
  - Interventions and treatment
  - Victim safety
- MAPPA Risk Management Plan

Mr. Jones also provided information within his presentation on the Wales Integrated Serious and Dangerous Offender Management (WISDOM) as follows:

- WISDOM was a project to extend and adopt the Integrated Offender Management (IOM) approach to optimise collaboration in the identification, assessment and management of offenders who pose multi-agency defined high risk, threat and harm.
- Wales Reducing Reoffending Strategy

- WISDOM Pilots
- Proposed Benefits/Outcomes of pilot
  - Improved public protection and community safety, as well as reduced re-offending of dangerous priority offenders in Wales.
- Proposed Outcome Indicators
- North Wales Pilot
  - Proposed initial site in North West Wales – Penrallt Caernarfon
  - 3 Local Implementation Teams in Caernarfon, Colwyn Bay and Wrexham
- Next Steps
  - Increase membership of the Local Implementation Team, Housing and Safeguarding Services were encouraged to attend.

The PCP thanked Mr. Jones for a very informative presentation and discussed the following issues:

- Management and category of offenders – the PCP was informed that there was no limit to the numbers of offenders managed through MAPPA, as it was demand led. It was probable that the numbers would rise due to the Police targeting these offenders and the increase in the confidence of victims. Offenders could be managed for up to 10 years.
- Mental Health provision and working with the Betsi Cadwaladr University Health Board (BCUHB) – the PCP was informed that two psychologists had recently been employed to work on the personality disorder pathway and that there was also support from the National Offender Management Forensic Team, who also worked in prisons. There was a good relationship with the Health Board, who were involved in Level 2 and 3 MAPPA meetings; there was also a good interface with Ty Llewellyn.
- Communication and sharing information at the right levels, including UK and worldwide.
- Lay Members on the Strategic Management Board undertook audit work.
- Looking after staff – the PCP was informed that there was a range of strategies and specialist counsellors in place to help staff cope with work they undertook.

The PCP was also provided with the MAPPA Annual Report for 2014/15 and the Reoffending Analysis of MAPPA Eligible Offenders.

**RESOLVED-**

**That the presentation be noted.**

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

The North Wales Police and Crime Commissioner (PCC) presented his update report for the period 1 August to October 2015.

The report primarily covered the Police and Crime Panel's broader function to review or scrutinise decisions made or other actions taken by the PCC, and included:

- Scrutiny of North Wales Police – details of the Force's performance against the measures of the Police and Crime Plan for 2015/16.
- General Updates included information in relation to: Association of Police and Crime Commissioners; Police Funding Review; Revision of Police and Crime Plan; Engagement and Communication; Deputy PCC activities; Community Awards 2015; Commissioning; Participatory Budget; Joint Audit Committee; Her Majesty's Inspectorate of Constabulary (HMIC) Update; Collaboration; Children Affected by Parental Imprisonment; and Correspondence.

The PCC also provided an update in relation to the following:

- Public consultation underway for the latest revision to the Police and Crime Plan.
  - A series of consultation events had been arranged across the region.
  - 650 responses had been received to date via the online survey.
  - Closing date for the consultation was 15 January 2016.
  - To date, there had been overwhelming support for the priorities within the Police and Crime Plan to remain as they were.
- Media coverage in relation to an overpayment to a mobile phone provider by North Wales Police – the PCC reported that the provider had accepted the error and reimbursement would be made. A review would be undertaken to investigate why it had taken so long to identify the overpayment.
- Overspend on the IT budget – an update would be provided to the PCP in January 2016, following discussions with the IT providers.
- Ms. Anna Humphreys, the current Chief Executive of the Office to the Police and Crime Commissioner, who had been on maternity leave for the past year had requested voluntary redundancy. Therefore, the PCC would be advertising for a new Chief Executive in the New Year.
  - Councillor Philip C. Evans J.P. questioned the redundancy and whether the post was being made redundant. In response, the Chief Finance Officer confirmed that as the post of Chief Executive and Monitoring Officer was a statutory one, this was not possible and that the individual, not the post was being made redundant. Therefore, what was being proposed was that the post of Deputy Chief Executive be deleted following the recruitment process, in order to make the saving.
- Overall crime had increased by 2.7% between 1 April – 25 October 2015 compared with the same period last year and victim based crime had increased by 3.5%. However, over the PCC's full term, total crime had reduced by 12.8% and victim based crime had reduced by 12.3%.
- Anti-social behaviour had seen an overall year on year reduction of 12.5%.



- Domestic burglaries had experienced an 11.1% reduction this year to date, with repeat domestic burglaries and repeat domestic burglary offender figures also reducing by over 40%, maintaining their downward trend.
- Although there had been an increase in recorded crime, figures released in October 2015 by the Office of National Statistics demonstrated that as of the end of June 2015, North Wales Police was the best performing in Wales and the joint third best out of 43 forces in the UK, in relation to recorded crime.
- In relation to quality of service, increasing trends of victim satisfaction continued at a Force level, but particularly for 'Follow Up', where new processes had been put in place. Victim satisfaction with follow up had increased from 72.1% to 76.7% during the current rolling year. This had led to North Wales Police moving up 27 places in the national rankings in respect of 'Follow Up'. Satisfaction with the 'whole experience' had increased from 80.5% to 82.1% during the current rolling year.

The PCP thanked the Commissioner for his update and questioned the following:

- The number of active Special Constabulary Officers, which had increased from 141 to 149, with a number of Specials having successfully completed the recruitment process to the role of Constable. The Acting Chief Executive would provide the actual number of Specials who had transferred to the role of Constable to Panel Members.
- Abandonment rates for non-emergency calls to the 101 number and whether the process could be streamlined, as the caller was required to provide certain information before the call was progressed.
  - The abandonment rates related to those calls abandoned before they were answered.
  - The Deputy PCC reported that this issue had been brought up at recent consultation events on the Police and Crime Plan and another option could be to publicise the 0300 number for non-emergency calls. The Deputy PCC would discuss further with NWP.
- Councillor Julie Fallon commended NWP on the introduction of the Follow Up process, as feedback from victims was positive.
- Roles of the volunteers recruited by NWP.
  - The PCC reported that the role of volunteer was relatively new to the Force and a list of the functions that the volunteers fulfilled would be provided to the PCP.

**RESOLVED-**

**(a) That the Police and Crime Commissioner's update be noted.**

**(b) That the number of Special Constables who had been successfully recruited to the role of Constable be provided to the Police and Crime Panel.**

**(c) That the Deputy Police and Crime Commissioner discusses further with the North Wales Police the possibility of publicising the 0300 number as another option for non-emergency calls.**

**(d) That the functions fulfilled by volunteers within North Wales Police be provided to the Police and Crime Panel.**

**212. UPDATE ON THE 2015/16 BUDGET (AS AT 30 SEPTEMBER 2015)**

The Chief Finance Officer provided the Police and Crime Panel (PCP) with an update on the policing budget for North Wales as at 30 September 2015.

The following matters were highlighted to the PCP:

- IT and Communications overspend of £0.853m
  - The North Wales Police (NWP) had changed its IT supplier on 1 April 2015, which was supposed to save around £700k pa. However, the report still showed a significant overspend in this budget, even after taking into account the refund from the mobile phone provider. Whilst some additional costs had been expected during the handover period, it was not expected on this scale. Work was ongoing to reduce the overspend this year and to rectify the situation for future years.
- Recently the Force and (by extension) the Office of the Police and Crime Commissioner, invited staff to apply for voluntary redundancy. The one off cost of redundancy would be shown in the 2015/16 accounts; however this could be met from the Management of Change Reserve, which was established for this purpose.
- It was anticipated that the budget would be met this financial year, although this would probably require a draw on the Management of Change Reserve.
- Following the announcement that there would be no real term cuts to policing for the term of this Comprehensive Spending Review (CSR) (up until 2020), there was reference to increases in the precept necessary to achieve this; in addition no announcements had been made to date about the amount that would be centrally allocated (topslicing).
- Whilst the overall cut as a result of the CSR was better news than what was expected, the NWP would not know how this affected North Wales until the Home Office made its announcement, which was most likely to be on 17 December 2015.
- The revision of the Police Allocation Formula would now take place in 2016/17, but was more likely to happen the following year.

In scrutinising the report, the PCP questioned the following issues:

- Income relating to police led prosecutions – in certain circumstances where the police lead a prosecution and costs were awarded, the police received the costs as income; this usually related to minor crime, such as motoring offences.

- IT overspend – the Chief Finance Officer informed Members that the provision of IT was outsourced and the intention was to bring together all IT provision under one contract to save money; discussions were ongoing in relation to the considerable overspend, which had been offset by the reimbursement from the mobile phone provider.

The PCP thanked the Chief Finance Officer for the update, however following the announcement that there would be no real term cuts to policing, consideration would need to be given to public perception, particularly when setting the precept and budget for 2016/17.

In response, the PCC reported that the policing budget had been reduced by £24m over the last four years, with another £8.3m required in savings over the next four years. The financial challenges faced by the NWP formed part of the consultation exercise being carried out on the Police and Crime Plan.

**RESOLVED-**

**That the report be noted.**

213. **SUMMARY OF COMPLAINTS RECEIVED**

The Strategic Director (Democracy and Environment) presented the Police and Crime Panel (PCP) with a summary of the complaints received to date.

The PCP had received 5 recordable complaints to date, all of which had been previously reported to the Panel and were now closed. The PCP had received a further two complaints, however, the complaints were not recordable at this stage, as the Professional Standards Department had yet to conclude their investigations.

Whilst the PCP only had the remit to deal with complaints made against the Police and Crime Commissioner, the PCP had received 19 complaints regarding the North Wales Police; these complaints had been forwarded to the Professional Standards Department as required.

**RESOLVED-**

**That the North Wales Police and Crime Panel notes the report and action taken in relation to the complaints regarding the North Wales Police.**

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

The North Wales Police and Crime Panel (PCP) was presented with its Forward work Programme.

In relation to the topic 'Meeting Schedule for 2016/17' it was noted that this should read March 2016, not March 2015.

The Chief Finance Officer requested that Officers look at the possibility of scheduling a special meeting of the PCP, in the event the precept was vetoed.

**RESOLVED-**

**(a) That the Forward Work Programme be approved, subject to the amendment above.**

**(b) That Officers look at scheduling a special meeting of the Police and Crime Panel, in the event the precept is vetoed.**

215. **DATE OF NEXT MEETING:**

The next meeting of the North Wales Police and Crime Panel was scheduled for Monday, 25 January 2016 @ 2.00pm.

(The meeting ended at 3.15 pm)

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**North Wales Police and Crime Plan**  
**Third Revision**  
**March 2016**

## Introduction

This third revision of my police and crime plan for North Wales was presented to the [Police and Crime Panel](#) on 25<sup>th</sup> January 2016.

I published my original police and crime plan in 2013, shortly after being elected as police and crime commissioner for North Wales in November 2012. 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 change of circumstances. This is the third revision. Its purpose is to ensure that the plan and its objectives continue to reflect the priorities of the people of North Wales.

## Consultation

This latest revision has been informed by the most comprehensive consultation process I have carried out to date. I made an on-line survey available which was widely publicised and gave the public the opportunity to have their say on my policing priorities. It proved to be a very popular way of consulting.

When the consultation window closed on 15<sup>th</sup> January 2016, **946** surveys had been completed on-line with an overwhelming level of support for all four of my current priorities, as shown below.

Priority	Very Relevant	Quite Relevant	Not Relevant at all	Total
<b>Prevent Crime</b>	69%	28%	3%	<b>924</b>
<b>Deliver an effective response</b>	74%	24%	2%	<b>917</b>
<b>Reduce harm and the risk of harm</b>	58%	37%	5%	<b>910</b>
<b>Build effective partnerships</b>	39%	51%	10%	<b>901</b>

Respondents were also asked to grade various crime and incident types on a scale of 1 to 10 to identify what they believed were the priority areas. The top five were responding to 999 calls, major crimes, protecting children and young people from sexual exploitation, local crime and anti-social behaviour and finally, tackling counter terrorism and organised crime.

In addition to the on-line survey, the Deputy Police and Crime Commissioner, Julian Sandham and I hosted twelve consultation meetings across North Wales thereby giving the public the opportunity to raise their concerns with us directly.

Those who attended the events almost unanimously supported my strategic priorities and raised some very important matters for my consideration. People took the opportunity to raise any concerns about policing and engaged with me across a variety of policing issues. Both the meetings and the on-line surveys prompted very useful feedback and were very effective in assisting me with my review of the plan and its objectives.

I also attended two local authority scrutiny meetings, gained the support of the Safer Communities Board and held an event specifically for the Third Sector. Once again, there was overwhelming support for keeping to the present four priorities.

The matters of concern raised most frequently by the public during the consultation period were the 101 telephone system, hate crime, mental health, domestic violence and an unwillingness to report crimes because of a perceived lack of response. Each of these matters are addressed within this revised plan.

In addition to listening to the view of the public, I consulted with the Chief Constable as the statutory consultee for the police and crime plan and was also informed by the latest strategic assessment prepared by North Wales Police.

The Force also conducted a telephone survey, the results of which reflected the on-line survey results with the same crime and incident types identified as a priority. The Force survey also found increased confidence in the Force and a greater number of respondents agreeing that the Force provide an effective response and deliver value for money.

All of 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](#).

## Outcomes and Priorities

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.

The consultation process resulted in overwhelming support for each of my four strategic priorities, namely:

1. Prevent crime
2. Deliver an effective response
3. Reduce harm and the risk of harm
4. Build effective partnerships

Early intervention in the prevention of crime and anti-social behaviour is critical. Initiatives such as the “One Stop Shop” in Llandudno, which makes numerous crime prevention methods easily available, is a tremendous idea that I would encourage replicating across North Wales. As the Force increases its efforts to reduce demand, the prevent crime priority will be expanded to incorporate anti-social behaviour. **The priority will be retitled “Prevent crime and anti-social behaviour”.**

Since my election in November 2012, we have been successful in building partnerships across North Wales. The focus must now move to improving the effectiveness of those partnerships for the benefit of the communities of North Wales. **That particular priority will therefore be retitled “Working in effective partnerships”.**

Whilst the four priorities will remain, they will be reprioritised. The comprehensive spending review announcement by the Chancellor of the Exchequer in November 2015 was received by the police service with cautious optimism. North Wales Police and indeed other public sector agencies continue to face a very challenging financial climate in which to operate. Therefore, reducing demand through effective partnership working is imperative if the challenge is to be met.

***Working in effective partnership therefore becomes even more important and comes to the fore in this revision of my police and crime plan.***

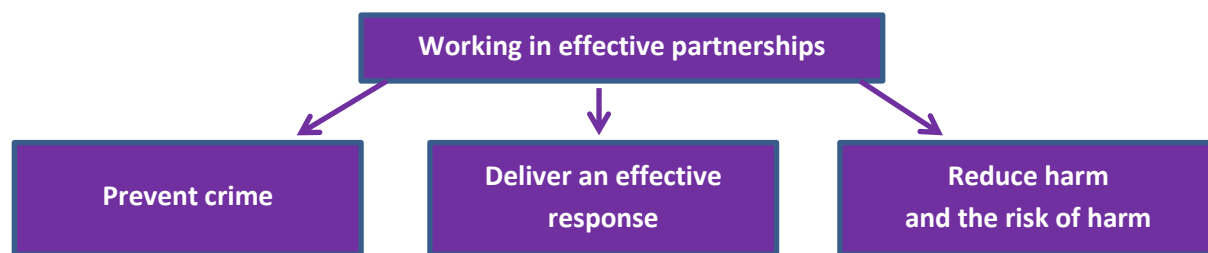
My reason for doing so is not only to assist North Wales Police and its partners in overcoming our respective financial challenges. Working together in effective partnerships also supports the delivery of my other three priorities, preventing crime, delivering an effective response and reducing harm and the risk of harm. There are repeated references to partnership working throughout this plan in recognition of the importance I place upon it and its role in delivering my other three priorities.

Working in partnership enables responses to be more effective and lasting in their benefit to the community than they otherwise would be. It also reduces demand, thereby increasing the capacity of frontline staff of all responsible authorities.

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. As the focus on these crimes continues to sharpen, the importance of partnership working continues to grow. That is why working in effective partnerships becomes the top priority within this revised plan.



An increased focus on effective partnerships within the police and crime plan will in turn increase the focus and importance of the regional **Community Safety Plan** and the role of the **Safer Communities Board** in holding to account the local partnerships charged with delivering the priorities of the police and crime plan. I refer to this in more detail on page 12.

Each of the four priorities are underpinned by measures which enable me to scrutinise the performance of North Wales Police in its delivery of them and to hold the Chief Constable to account.

- **The financial challenge**

The horrific terrorist attacks seen in Paris on 13<sup>th</sup> November 2015 changed the financial landscape for the police service in England and Wales. The events seen in Paris, Tunisia, Egypt and Turkey have brought into sharp focus the vital role the police play in keeping us all safe. As I said in last year's police and crime plan, North Wales is not immune to the increased threat from terrorism.

The Government listened to my concerns and to those of my commissioner colleagues, as well as Chief Constables about the possible consequences of further cut-backs with the result that the financial position of the police service today is undoubtedly healthier than we would have expected before November 2015.

However, the public should be aware that a significant financial challenge remains for North Wales Police.

By the end of March 2016, £24m will have been cut from North Wales Police's budget. Whilst the 2016/17 financial settlement was better than expected, savings of over £7m still need to be made over the next four years, possibly more. The police funding formula (which is used to calculate the distribution of funding between the 43 forces across England and Wales) was under review in 2015. The review was halted by the Home Office when an error was discovered in the data used. The review will now take place in 2016 and the level of future funding for all police force areas, including North Wales Police remains unknown. When taking into account the £24m of savings already made, a further minimum saving of £7m represents a very significant challenge and one which will lead to changes in the way policing is carried out in North Wales.

During the course of the consultation events Julian Sandham and I have held across North Wales recently, we have stressed that the police should be visible and available **where and when needed most**. "Where and when needed most" is the reality of how policing must respond in future. No organisation in either the public or private sector could absorb the cutbacks imposed on North

Wales Police without changing the way in which it delivers its service. North Wales Police is no different.

Last year's police and crime plan introduced a greater focus on those most vulnerable within our society, including victims of cyber-crime, child sexual exploitation, human trafficking and serious sexual offences. Those crimes, and in particular the victims of those most serious of offences continue to be my priority and the focus upon them within this revised plan grows further still.

I acknowledge that continued financial cutbacks make the delivery of my four objectives very challenging indeed. However, by working in effective partnership towards these objectives and prioritising 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**  
**April 2016**

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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 people's security at home, 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 people's safety in public places, their perception of safety in public places and reducing victim based crime.

North Wales continues to be one of the safest places in the UK. Independent surveys carried out on behalf of North Wales Police have found that the public's perception of how secure they feel in their homes and how safe they feel in public places is high.

### Visible and Accessible Policing

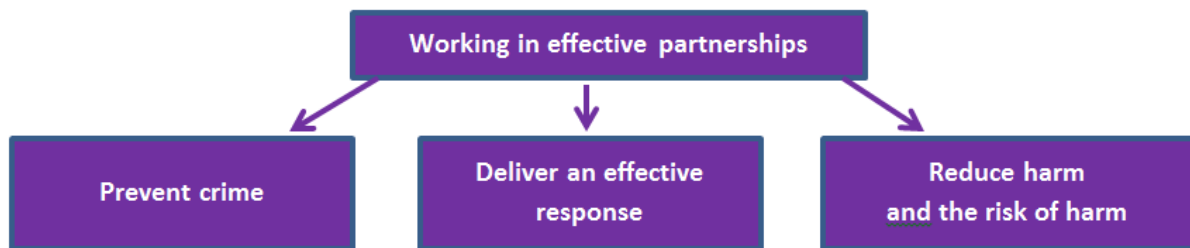
There can be no doubt that the visible presence of the police deters the kind of crimes which occur in public places, reassures the public and reinforces its links with the police. I believe that nothing is more effective in deterring those crimes than enhanced police visibility and that key to communities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

During a time of financial cutbacks of the kind suffered by North Wales Police during the last four years and those yet to come, the Force will need to focus on the most vulnerable victims and the most serious crimes. These are the victims whose needs are greatest and these are the crimes that create the greatest risks. These are the crimes and the people where the police are needed most. They include the most vulnerable members of our society, including the old and infirm; children at risk of sexual abuse individuals at risk of domestic violence, serious sexual violence, cybercrime, and hate crime. Safeguarding them must be the starting position.

I will continue to work towards improving the visibility and accessibility of the police but given the severity of the cut-backs already suffered and the level of savings that remain to be made, this will not be easy. "When needed most" is the reality of how policing must respond in future. No organisation in either the public or private sector could absorb the cutbacks imposed on North Wales Police without changing the way in which it delivers its service. North Wales Police is no different.

## Delivering for North Wales

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



- **Vulnerability**

Since my election in November 2012 North Wales Police have been very successful in reducing crime and victim based crime. As a result of the further cut-backs I refer to in my introduction, North Wales Police will have to continue to prioritise certain types of crime and continue to prioritise the protection of the most vulnerable members of our society.

Some types of crime, such as child sexual exploitation and domestic abuse, and hate crime continue to be under-reported by victims and the public. However, there can be no doubt that there is an improving picture with the victims of these most serious of offences becoming more willing to come forward and report the crime. This reflects an increased confidence in North Wales Police and the dedicated teams established to investigate these serious offences. It is also a recognition of the tremendous care and treatment the victims of crime now receive in North Wales since I introduced the Victim Help Centre in 2015. The high number of victims that have benefitted from that service in the months since it opened clearly demonstrates there was a very real need for such a service and I am delighted with the progress it has made since its launch.

As a result of the increased focus on vulnerability in last year's police and crime plan and the introduction of a new team dedicated to the investigation of child sexual exploitation, there was a small statistical increase in victim based crime in 2015/16 as more of the cases were uncovered. As that focus on vulnerability increases further still in this revision of the plan, further statistical increases in victim based crime may be seen over the next twelve months. Reducing harm and the risk of harm to our communities, protecting children and the most vulnerable in our society is of greater importance.

The nature of crime has changed enormously in recent times. Since 2012 and the introduction of police and crime commissioners, new crimes have entered our vocabulary. The identification, investigation and prosecution of these crimes place huge demands on the police service. Crimes such as child sexual exploitation, cyber-crime, human trafficking and modern slavery were hardly heard of until a few years ago. However, even in a relatively small rural force area such as North Wales, it accounts for a large amount of the demands placed upon the officers and staff of North Wales Police and has led the Force, with my support, to shift not inconsiderable resources accordingly.

Each of these offences place different demands upon the police. Each of them will have a different victim, from children to older people, and each victim will be affected in different ways. These are some of the reasons why victim care in North Wales remains a priority for me.

- **The changing threat**



The above image was used during the public consultation process for this revision of the police and crime plan. I have included it within the plan itself because of the story it tells and the impact it had upon those who attended the consultation events.

The matters below the waterline, some of which may involve no criminality whatsoever, accounts for a considerable amount of the demand currently placed upon North Wales Police. Missing from home enquiries and dealing with mental health concerns for example may have no criminal activity at all, yet place a great deal of demand on the police service. Where there is criminality, many of these crimes have the most vulnerable of victims, including children at risk of sexual exploitation, victims of domestic violence, older people subjected to on-line fraud and so on. These so called 'hidden demands', which North Wales Police has done so much to bring to the surface over the last twelve months, will continue to be prioritised.

Given the scale of these demands, the importance of the efficiency review launched by the Force in 2015, which seeks to identify, understand and measure the demand placed on the Force cannot be over stated. Although a great deal of progress has been made, the Chief Constable and I acknowledge more needs to be done with regard to these offences and the new demands they are placing upon the Force. For example, during recent inspections, Her Majesty's Inspectorate of Constabulary (HMIC) identified some areas requiring improvement, in particular matching the skills of police officers to the needs of the victims of child sexual abuse. I am reassured that the Force has already made progress in this regard.

- **Scrutiny and standards**

As police and crime commissioner, scrutinising the performance of the Force is one of my most important duties. My overarching duty is the provision of a police force which is efficient and effective, provides value for money and reduces crime. In order to meet this duty I have established a transparent system for scrutinising and holding the Chief Constable to account for the delivery of policing services in North Wales.

I continue to scrutinise the delivery of this plan through the Strategic Executive Board. Through the Strategic Executive Board (the Board), I scrutinise the performance of the Force against the police and crime plan, monitor policing performance and the policing budget. The Board is my principal decision making forum.

I chair the Board and members include the Deputy 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 details can be found on my website.

In 2014 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, and those before it, 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. The national crime recording standards changed during the last twelve months. The most obvious change has been crimes now being recorded which would previously have been recorded as incidents (non-crime). This will in all likelihood lead to a statistical increase in crimes recorded but reducing harm and the risk of harm to our communities, protecting children and the most vulnerable in our society is of greater importance. I will continue to receive independent reports from HMIC and will commission reports from the inspectorate if I consider it necessary to do so.

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 take this into account in my scrutiny of the performance of North Wales Police. Based on my experience over the last three 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.

If the actions and behaviour of officers and staff were to fall below those standards, the checks and measures in place in North Wales Police ensure that those issues are dealt with effectively. I scrutinise how the Force handle complaints and meet with the Professional Standards Department regularly to identify areas of concern.

As part of those checks and measures, changes were made recently with the introduction of independent legally qualified chairs for police misconduct hearings. Following a public consultation led by the Home Secretary in the autumn of 2014, changes were made to the police disciplinary system for the purposes of more transparency, independence and justice. This includes holding police misconduct hearings in public (since May 2015) and replacing chief police officers who previously chaired hearings with legally qualified chairs (since January 2016).

My four objectives are underpinned by a number of measures, the aims of which are to enhance the ability of the police to deliver effective policing for North Wales, better enable me to respond to emerging trends and to assess 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.

## The Police and Crime Objectives

### Working in effective partnerships

Working together in effective partnerships supports the delivery of my other three priorities, preventing crime, delivering an effective response and reducing harm and the risk of harm.

Working in partnership enables responses to be more effective and lasting in their benefit to the community than they otherwise would be. It also reduces demand, thereby increasing the capacity of frontline staff of all responsible authorities. Effective partnership working includes, but is not limited to, sharing of information and intelligence and sharing of resources where required to achieve a common goal.

Recently we saw an outstanding example of effective partnership working which reduced demand for many partners. The alcohol treatment centre (ATC) which operated in Wrexham over two nights during the Christmas period proved to be a tremendous success. It made people feel safe on the streets of Wrexham. It increased the visibility of policing and partners on the streets of Wrexham. And of great importance, it avoided thirteen people having to be taken to the A&E department at Ysbyty Maelor.

The savings resulting from not having to take those thirteen individuals to A&E were significant, and were achieved over only two nights. Such was the success of the ATC it will be in place for over 60 nights in Wrexham in 2016, delivering great benefit to all concerned. Following this very encouraging example, I shall be encouraging the creation of ATC's in other parts of North Wales over the next 12 months.

Another example of outstanding partnership working is the rural crime team I introduced when elected in 2012. The rural crime team works in partnership with Natural Resources Wales, the farming unions and the rural community and has achieved great success. This has seen confidence in North Wales Police increasing within our farming and rural communities and there has been almost an 80% reduction in wildlife offences. Such is the success of the team, their example is being adopted in Australia, New Zealand and police forces in England.

The efficiency review being undertaken by North Wales Police has found the top two demands are matters relating to missing from home enquiries and mental ill health. An effective response to these serious matters can only be delivered in partnership. As the focus on these, and other serious matters such as CSE and cyber-crime continues to sharpen, the importance of partnership working will continue to grow. That is why working in effective partnerships becomes my top priority within this revised plan.

North Wales Police need to develop their understanding further of the demands placed upon them as a result of mental ill health and develop an effective response in partnership with our partners, particularly the local health board.

There is potential for increased policing demand relating to violence against women, domestic abuse and sexual violence following the introduction of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, the National Training Framework and introduction of "Ask and Act" in 2016/17. The ongoing national inquiries into sexual abuse are also resulting in increased disclosures. North Wales Police must respond appropriately with partners and the specialist voluntary sector organisations.



In relation to child sexual exploitation, a multi-agency regional CSE plan has been developed over the last twelve months. This plan will be fully implemented over the coming year and the Onyx team established by North Wales Police to tackle these abhorrent offences will continue to further develop their work.

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.** The police have a significant challenge to overcome. In order to overcome that challenge, they cannot continue to deal with the demand that others should be dealing with. Police officers cannot continue to be expected to also fulfil the role of social worker or paramedic.

I shall continue to work closely with our statutory partners 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.

Whilst I hold the Chief Constable to account for the delivery of my priorities, the police cannot achieve them alone and partnership working is essential. It is for that reason it becomes my number one priority in this revision. The role of the Safer Communities Board and its regional community safety plan (which takes its priorities from this plan) is paramount. In relation to criminal justice matters, the same can be said of the Local Criminal Justice Board.

**Section 7 of the Crime and Disorder Act 1998** (amended by the 2011 Act) gives me authority to call for a report from any responsible authority I consider not to be discharging its responsibilities under section 6 effectively. The term 'responsible authority' includes local authorities, the fire service, ambulance service, health board and the probation service. I will work with the Chief Constable and the Safer Communities Board in this regard and will utilise the statutory powers given to me to ensure all of the responsible authorities fully engage and support the delivery of my police and crime plan.

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

- The level of repeat offending, including high risk repeat offenders of domestic violence
- The implementation of the regional child sexual exploitation plan
- The implementation of the all Wales mental health concordat
- The development and implementation of the Safer Communities Board Plan in support of this plan

## Prevent crime and anti-social behaviour

Preventing crime and anti-social behaviour from occurring in the first place is the most effective way of protecting our communities, and of ensuring that people are safe at home and in public places.

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. Preventing crime occurring in the first place is the most effective way for North Wales Police to reduce the demand placed upon it and meeting the financial challenge that lies ahead.

To deliver this objective I expect:

- The Chief Constable to continue to deliver the Force's crime and anti-social behaviour 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, and maintaining accessible policing support and facilities.
- The identification of factors that can lead to individuals and groups being at risk of becoming victims and deliver targeted interventions with partners.
- The tackling of problems caused by organised crime groups in our communities, as well as collaborative work with other police forces to tackle the organised crime groups.
- Reduce re-offending by delivering effective justice and addressing factors that can lead to and aggravate criminal behaviours.
- Improve our ability to tackle prolific offenders by implementation of the Integrated Offender Management Review, as highlighted by HMIC in their recent inspection.
- 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.
- Following its success in Wrexham, mentoring schemes such as XL-Mentoring to be considered across North Wales. This is a community mentoring project which pairs trained volunteer mentors with young people (normally aged 12 to 16 and at risk of exclusion from school) who need help realising their potential.
- 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.

- Continue recruitment of Special Constabulary, volunteers and cadets in accordance with the Citizens in Policing strategy and maximise their effectiveness.

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
- The 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.

One of the ways which North Wales Police responds to members of the public is via the 101 telephone service, and the effectiveness of North Wales Police's response to communications via 101 is extremely important. This matter has been raised more than any other matter during the consultation period. In order to measure the success of the 101 system we must measure not only how quickly the call is answered and dealt with but how effectively it is dealt with.

During 2015, HMIC carried out an inspection of how effectively North Wales Police protect vulnerable and supporting vulnerable victims. The findings were published in December 2015. An area for improvement identified was the "identification and assessment of risk to vulnerable people at the initial point of contact", which includes the 101 system. Therefore, I will continue to monitor the abandonment rate for the 101 system but will also be asking the Chief Constable for regular updates on progress being made towards meeting the HMIC recommendation. I acknowledge that meeting the recommendation may necessitate more time being spent on the call and could ultimately lead to a higher abandonment rate. It is also clear that the 101 system is being used by members of the public for matters that should more appropriately be directed to partner agencies, something I know the Force is concerned to address. I will take these issues in to account in my scrutiny of the performance figures.

To deliver this objective, I expect

- Improvements in identification and assessment of risk to vulnerable people using the 101 telephone system.
- 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 high quality, professional restorative justice services that provide an enhanced service to victims of crime and also reduce re-offending.
- 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.
- Appropriate training to be delivered for police officers and staff in line with requirements of the National Training Framework to better identify and provide an effective response to all individuals suffering from domestic violence and sexual violence.
- 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 me 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 seeking to deliver effective services and budgetary savings whilst maintaining or improving service delivery. 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 2016/17 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. The threat level from international terrorism to the UK has remained at severe over the last twelve months, meaning an attack is highly likely. 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. The terrible terrorist attacks in Paris, Tunisia, Egypt, Turkey and elsewhere mean we must continue to be vigilant.

Crime types that are included within this objective such as domestic abuse and child sexual exploitation 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. I will continue to fund the provision of the Independent Domestic Violence Advisors which do so much to support the victims of domestic violence.
- The Chief Constable to provide effective responses to incidents of hate crime, and I will work with the Chief Constable and partners to ensure appropriate support services for victims of hate crime 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. I will continue to fund the provision of the Independent Sexual Violence Advisors which do so much to support the victims of sexual violence.
- The continued development of proactive capability within the Paedophile and Online Investigation Team (POLIT) 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.
- Working in partnership with the health board and other partners, further develop our understanding of the demands associated with mental ill health to improve the response to people with mental health issues, in particular the ability to reduce vulnerability.
- 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 treatment centres to be explored with partners for other towns across North Wales. Alcohol continues to be one of the main underlying causes of crime in North Wales and places significant demand on the police service and their partners. Alcohol treatment centres are a model of good practice to be examined.
- Effectively manage and rehabilitate dangerous offenders, including those on the sex offenders register through the Multi Agency Public Protection Arrangements (MAPPA).
- 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 alongside our partners.
- Target interventions with partners in relation to modern slavery and human trafficking to reduce vulnerability.

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 number of arrests of child sexual exploitation perpetrators
- Number of indecent images of children cases charged
- Number of reported hate crimes

## 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. Reducing victim based crime will be a significant challenge for the reasons I described earlier.

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

As I demonstrated with the comprehensive consultation process for the revision of this plan, listening to the public's views about policing and crime issues in North Wales is crucial in enabling me to monitor the impact of this plan and ensure my priorities reflect the priorities of the public.

I intend to review my Community Engagement Strategy. The feedback from the engagement with the public will enable me to have a real insight into the performance of the Force and of my office. I will have regard to the findings of that engagement to inform my scrutiny of the Force and continue to revisit the priorities set out within 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. Further information on the work of the Board is available on my website.

### The Police and Crime Panel

The Police and Crime Panel 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 its requests for information and its 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 its members 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 those objectives. 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 2016/17 I will allocate a net budget of £139.170 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 to 2019/20 to realise further savings in the order of £7.3m.

### **The funding of North Wales Police**

In the year 2016/17, the Home Office will provide 52 per cent of the funding of North Wales Police and local taxation will provide the other 48 per cent. The budget proposals for the year 2017/18 have not been finalised. They will be announced at the meeting of the Panel in January 2017.

### **The Police Grant**

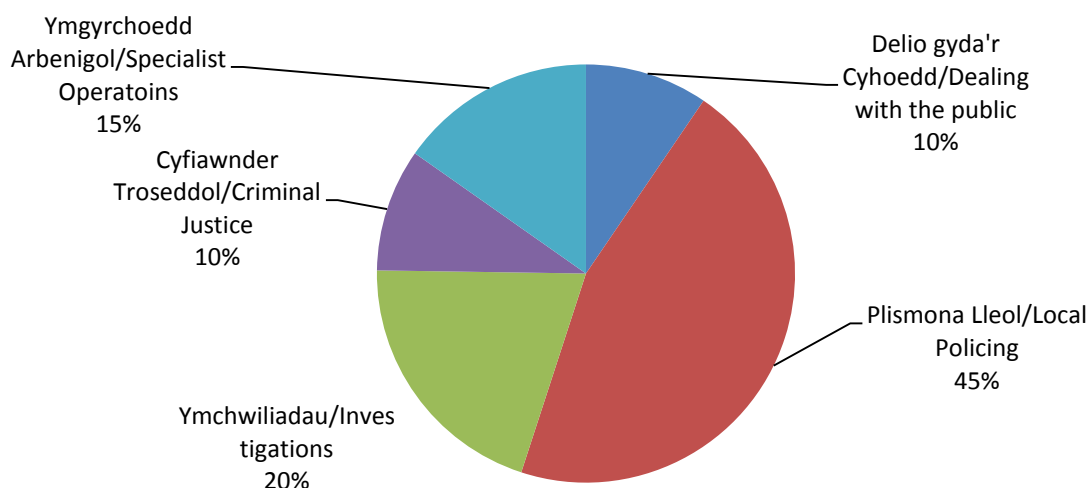
The Home Office has yet to announce the settlements from 2017/18 onwards. This creates a high degree of uncertainty on future finances, especially as the formula which the Home Office uses to allocate funding is being reviewed.

Full details of the Budget Forecast and changes for 2016/17, 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.

### North Wales Police Budget Allocation



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 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. During the period 2016 to 2021 £31million of capital will be invested in the North Wales Police. The majority of the investment will be in local police buildings, and supplemented by necessary investment in IT, fleet and other necessary infrastructure. The most significant project 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 significant 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 Medium Term Financial Plan provides full details of the planned usable reserves and earmarked reserves (such as for pensions and our Private Finance Initiative).

## 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 are now 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;

<b>UNDERSTAND</b>	Working with partners to identify local needs and best practices whilst recognising the resources available locally and attempting to align services
<b>PLAN</b>	Determining how we individually, and in partnership, address needs effectively, efficiently and fairly.
<b>DO</b>	Make decisions to secure improved outcomes
<b>REVIEW</b>	Monitor service delivery against expected outcomes.

One of my responsibilities is ensuring my budgets are used in the most effective way to ensure that victims in North Wales receive the best possible care and support in order to help them through their personal journey to cope with and recover from the impact of crime.

I will continue to allocate monies and commission services which are closely aligned to the delivery of my objectives as outlined within this plan.

For the previous twelve months I commissioned the following services

- Victim help centre
- Independent sexual violence advisor (ISVA)
- Children and young people sexual violence advisor (CYPSVA)
- Independent domestic violence advisors (IDVA)

The **victim help centre** was introduced in direct response to a needs assessment I commissioned upon being elected. This needs assessment was a study which looked at the types of crime experienced in North Wales and considered the needs of the victims. The needs assessment established a platform to help me understand the needs of victims in North Wales. It also helped me to identify gaps in service delivery for victims of crime. Together with research carried out by the project team I was able to form the objectives for change in North Wales.

As I mention earlier in this plan, the victim help centre has been a tremendous success since its launch in 2015. My deputy, Julian Sandham and the project team that supported him to bring it into being can be very proud of their achievement. The centre will ensure the victim will remain at the heart of all that we do – where they belong.

Last year's revision of the police and crime plan identified domestic violence and serious sexual offences as a priority. I place great importance on the role of the **ISVA, CYPSVA and IDVA** and the essential service they provide to victims of serious offences in North Wales. I can think of no other provision that does more to support the delivery of my police and crime plan.

The current process of allocating funding to police and crime commissioners on an annual basis does not lend itself to adequate long term planning. Also, the current annual cycle of uncertainty and confusion is unfair on staff that occupy posts funded from these funding streams, and of course the victims that rely so heavily on these services.

The police and crime commissioner elections in May 2016 present a good opportunity for the government to really prioritise victim care. If the elected commissioners were told what level of funding would be available to them for their whole term in office. It would enable long term planning, provide reassurance for the staff and ensure a quality of service for victims across England and Wales.

As the chair of the Association of Police and Crime Commissioners, I will continue to raise this matter with the Home Office and the Ministry of Justice.

## Appendix A – North Wales Police Action Plan 2016/17

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.

Ref	Working in effective partnership	Force lead officers
1	To work with partners to implement a regional CSE plan and develop the work of the Onyx team	ACC DCS Crime Services
2	To maximise the impact of the Rural Crime Team in conjunction with partners.	DCC Chief Supt LPS
3	To further develop our understanding of the demands associated with mental ill health to improve our response in partnership with other agencies.	ACC DCS Crime Services
4	To implement the All Wales Mental Health Concordat.	ACC DCS Crime Services
5	To contribute to the Area Planning Board in driving the partnership to reduce the harm caused by alcohol and illicit substances.	ACC Supt Corporate Services
6	To improve the understanding of risk and to target interventions with partners, in relation to modern slavery and human trafficking to reduce vulnerability.	ACC DCS Crime Services
7	To work with partners to safeguard victims who are subject of domestic abuse and to deliver a range of multi-agency interventions.	ACC DCS Crime Services
8	To plan with partners for the opening of the Wrexham prison scheduled for 2017.	DCC Chief Supt OSS
9	To implement the national Criminal Justice Efficiency Programme with local partners.	CC Chief Supt OSS
10	To continue to work with partners on the Local Resilience Forum to deal with high risk areas.	DCC Chief Supt OSS
11	To agree and pursue collaborative opportunities with the North West and Welsh forces and the other emergency services in the region.	DCC Supt Corporate Services

Ref	Prevent crime and ASB	Force lead officers
1	To ensure safety in the home by tackling prolific offenders of domestic burglary.	ACC Chief Supt LPS
2	To improve our ability to tackle prolific offenders by implementation of the Integrated Offender Management Review with partners.	ACC Chief Supt LPS
3	To further enhance our problem solving approach to repeat offenders, locations and victims of crime and anti-social behaviour.	ACC Chief Supt LPS
4	To implement the neighbourhood policing review.	ACC Chief Supt LPS
5	To use, and continue to develop, our capabilities in areas such as	ACC

	cyber-crime to mitigate the risks to the public.	DCS Crime Services
6	To maximise the operational effectiveness of the increased capacity achieved through our Citizens in Policing programme.	ACC Chief Supt LPS
7	To seek to maintain high levels of compliance with the Home Office Crime Recording Standards.	DCC Chief Supt OSS

Ref	Deliver an effective response	Force lead officers
1	To deliver planned savings of £7.4m over the next 4 year CSR period whilst still providing an effective service.	DFR Head of Finance
2	To implement the recommendations of the Efficiency Review to improve our efficiency and effectiveness.	DCC Supt Corporate Services
3	To conduct targeted public awareness campaigns to maximise visibility and accessibility of our resources.	DCC Supt Corporate Services
4	To further develop the current programme of work to improve the quality of service provided to the public we serve through a professional policing response.	ACC Supt Corporate Services
5	To further deliver and embed the five elements of our People Strategy.	DFR Head of HR
6	To implement a new mobile data solution to support the efficiency of our workforce.	DCC Programme Lead
7	To introduce new technologies in our communication centre to improve accessibility and efficiency.	DCC Chief Supt OSS
8	To invest in our HR and Finance systems to provide a more efficient support infrastructure and deliver savings.	DFR Heads of HR and Finance
9	To prepare a new, long-term Estates Strategy	DFR Head of Facilities

Ref	Reduce harm and the risk of harm	Force lead officers
1	To seek to ensure the appropriate response and investigation to vulnerable victims.	ACC Chief Supt LPS
2	To progress the work of the newly established POLIT team in conjunction with our Cyber Crime and Hi-Tech Crime resources.	ACC DCS Crime Services
3	To continue to maintain our ability to respond to the threats within the Strategic Policing Requirement, particularly terrorism.	ACC Supt Corporate Services
4	To develop a consistent approach to Organised Crime Group management at all levels, maximising the involvement of partners.	ACC DCS Crime Services / Chief Supt LPS
5	To better understand the effect of enforcement activity and recovery services on drug trafficking in the region.	ACC DCS Crime Services
6	To continue to focus on the identified high risk groups for collisions giving rise to fatalities and serious injury.	DCC Chief Supt OSS
7	To implement community speed watch in line with the All Wales Strategy.	DCC Chief Supt OSS
8	To further develop awareness campaigns with partners in order to encourage people to report hate crime.	ACC Head of Diversity Unit

## Appendix B: About North Wales

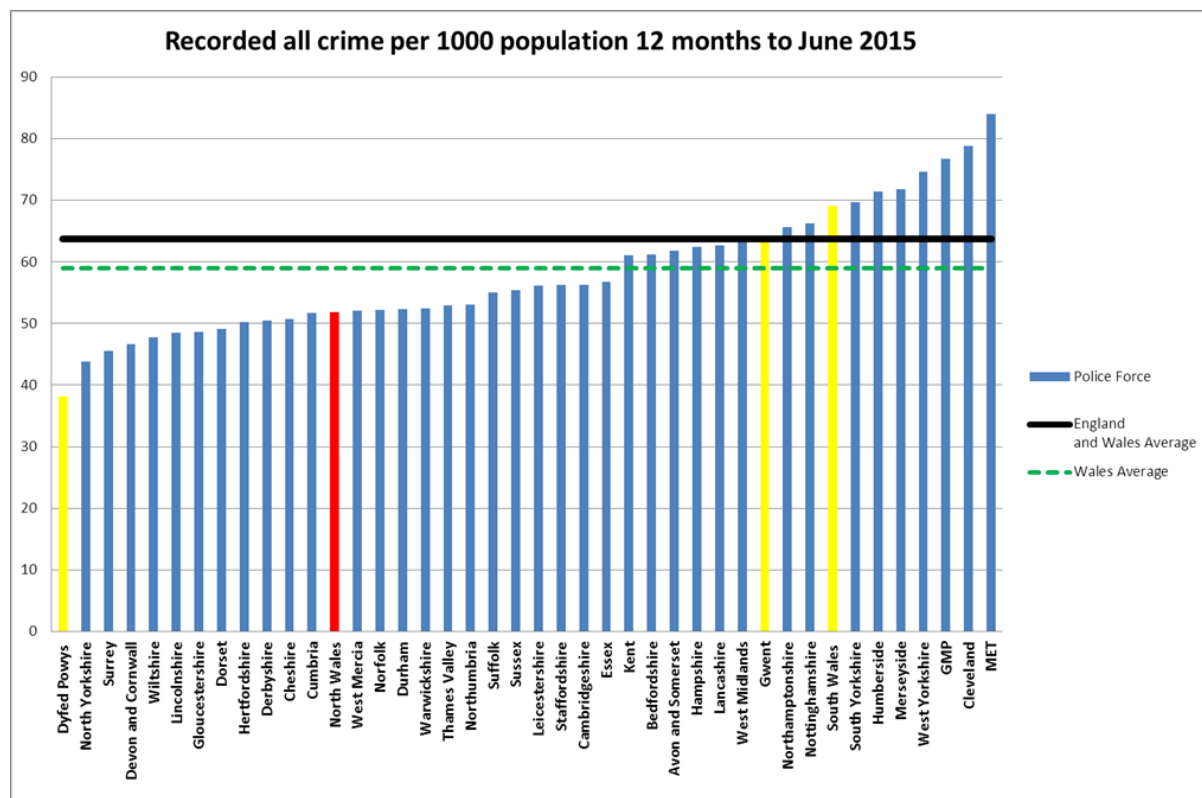
North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the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

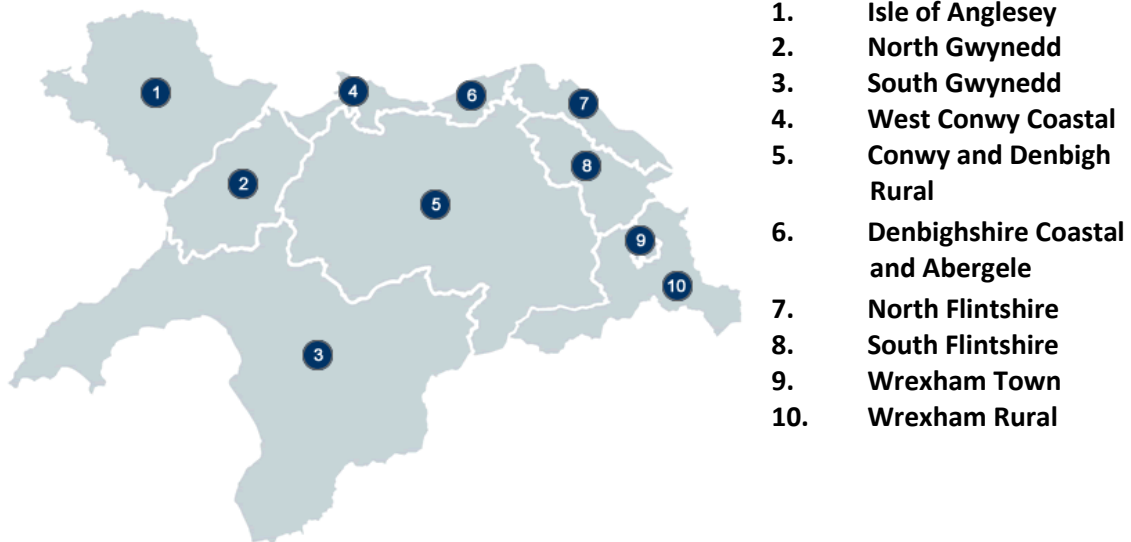
### Crime and Anti-social Behaviour

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 13<sup>th</sup> in England and Wales with 51.80 crimes per 1000 population, compared to the England and Wales average of 63.8 in June 2015.



## 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 1<sup>st</sup> January 2015 and 31 December 2015 North Wales Police received 74,803 emergency '999' calls and a total of 342,122 through the non-emergency numbers including '101' (Welsh language line 17,013 and English language line 325,109). In the same period 16,199 arrests were made.



# AGENDA ITEM 6b

## Report from the Office of the Police and Crime Commissioner

<b>Title:</b>	<b>Precept and Council Tax 2016/17</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 25 January 2016</b>
<b>Author:</b>	<b>Kate Jackson, Chief Finance Officer</b>

### 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 2016/17 precept and council tax.

### 2. Recommendations

2.1 To increase the precept to £68,322,021

- This will increase council tax by 2.00% - this is equivalent to £240.12 per annum, an increase of £4.68 per annum, or 9p per week for a band D property.
- This is an increase of 2.47% from 2015/16

2.2 To note that £2.838m of cuts are required for 2016/17; these have been identified.

2.3 To note that the number of PCSO posts will not reduce in 2016/17.

2.4 To note that £1.398m of the cuts will be redeployed to front line posts.

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

- That Council Tax will increase by 2% in 2016/17, and 2.5% in 2017/18, 2018/19 and 2019/20.
- That policing grants will reduce by 1% 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% grant reduction.

### 3. Summary Budget 2016/17

	<b>£m</b>	
<b>Budget 2015/16</b>	<b><u>139.836</u></b>	
Inflation and additional requirements	4.079	+2.6%
<b>Budget requirement 2016/17</b>	<b><u>143.915</u></b>	
<b>Estimated total funding 2016/17</b>		
Government Grants (funding proportion 52%)	72.745	-0.60%
Council Tax	£240.12	+2.00%
Multiplied by tax base	284533	+0.48%
Precept (funding proportion 48%)	68,322	+4.01%
<b>Total funding available</b>	<b><u>141.067</u></b> <b>+0.89%</b>	
<b>Cuts required</b>	<b>2.838</b>	

#### **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 of 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 £24.101m will have been achieved over the 4 years of the Comprehensive Spending Review 2010 (CSR2010) plus an additional year in 2015-16. Grant funding has reduced by 20.6% over the five year period, and total precept income has increased by 19.2% over the same period; this has resulted in a 16% 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	2015-16	Total
Cuts Made	4.678m	6.016m	4.634m	4.325m	4.448m	24.101m

5.2 The Government conducted two major reviews over the summer of 2015 that would determine the level of Government grants for policing for future years. The Spending Review (SR2015) reviewed the budget allocation to for all Government Departments including the total available for policing. A review of the Police Funding Formula was conducted by the Home Office, the formula sets out how the Home Office distributes the total available to policing between the policing areas. The final outcome of these reviews was not known until the announcement of grant allocations on the 17 of December 2015. This timescale resulted in a great deal of uncertainty as to the potential resources available and the cuts required during the planning process for the 2016-17 budgets. Further details are given below.

#### **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.

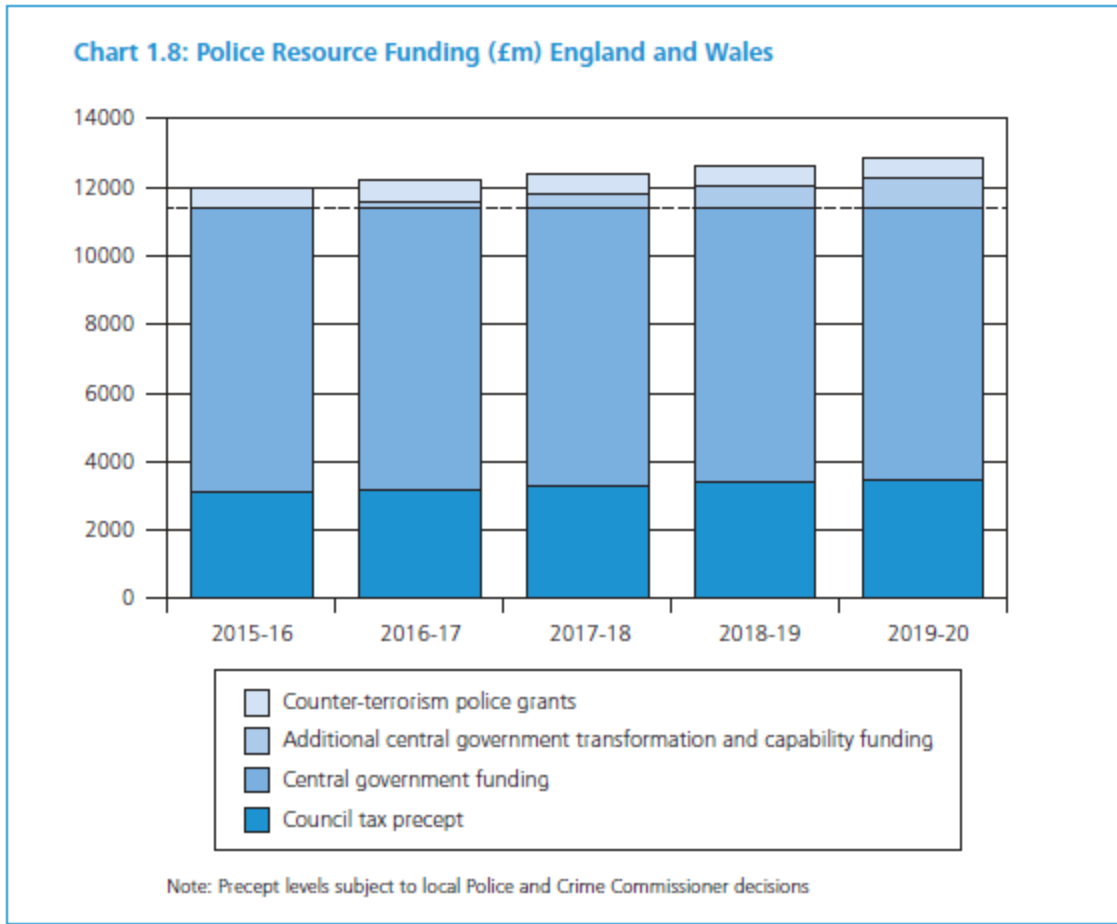
- 6.2 No provision Government Funding Allocations for 2016/17 had been given at the time of the 2015/16 settlement. However, it was apparent that cuts would continue over the period of the next parliament at least. A process for identifying and delivering savings for the period 2015/16 to 2017/18 was established during 2014/15 under the governance of the Strategic Planning Board, which is chaired by the Chief Constable.
- 6.3 Around 50 separate work streams have been considered to date. 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 28 September 2015; 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 2016/17
  - 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 £4.448m was cut from the 2015/16 budget compared to the previous financial year, and the budget allowed for a small net transfer to reserves. In order to ensure that future savings can be achieved, the cost associated with reducing staff numbers will need to be drawn from the Management of Change Reserve, in line with our expectations.
- 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 2016-17 were given as part of the 2015-16 settlement. There was a great deal of uncertainty as to future funding when the January 2015 Budget was presented, although it was clear that the country was only at the half way point in terms of balancing the annual budget at the end of 2014-15 and that all the political

parties stated they were committed to balance the annual budget prior to the May 2015 elections. An assumption of a 4% cut was built into the projections for each year 2016-17 to 2018-19. This resulted in a projected £15.5m deficit over the period 2015-16 to 2018-19 which was the savings target used for planning purposes during 2015-16.

- 7.2 Following the election in May the Government conducted a Spending Review (SR2015) over the summer months. The Treasury consulted upon cuts of 25% to 40% real terms; these translate to a cash reduction of 19% to 35% over a four year period. Indications were that the cut would be closer to the 19% figure over four years. This is in line with the January 2015 MTFP; however what had changed is that the four years now cover 2016-17 to 2019-20 rather than 2015-16 to 2018-19. This is an additional year of cuts compared to the Chancellor's previously stated aim of balancing the nation's books by 2018-19, which based on the 2015 MTFP assumptions, would mean an additional £3m cuts being required.
- 7.3 The result of the spending review was announced as part of the Chancellor's Autumn Statement on the 25 November 2015. In his speech, the Chancellor addressed police funding and said: "*now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job.*" This signalled a change of direction and that the cuts would not be as large as had previously been indicated.
- 7.4 Some more detail was announced later that day which showed that overall police funding, including funding for Counter Terrorism, had been cut by 1.3% in real terms over four years. In a letter to PCCs and Chief Constables the Home Secretary and Policing Minister said that "taking into account the scope that you have to raise local council tax, this means a flat real settlement for policing as a whole." This is best illustrated by the following graph from the Treasury's Spending Review Document which shows the proportion of the police total funding allocated reduces over the next four years.



7.5 During the summer months the Home Office also consulted on the formula that allocates the total budget available to police to policing areas. The initial consultation in July 2015 did not include exemplifications of the new proposed formula. Further consultation was conducted in September 2015, the Policing Minister provided details of proposed refinements to the funding formula which the Home Office had consulted on over the summer. The Minister also provided some limited exemplification of the revised allocations based on the 2015-16 budgets. The new proposal removed one factor, the Band D equivalent, as it had been shown that this factor did not work as intended. The weighting on the other four factors were revised as follows.

Variable	Weighting original	Weighting Revised
Population volume	24%	30%
Households with no adults employed and dependent children	25%	31%
Hard Pressed	25%	31%
Band D equivalent	16%	0
Bar Density	10%	8%

7.6 The proportion of funding allocated to North Wales changed from 1.03% to 1.06%, this is a small percentage change but based on the 2015-16 funding would have given an additional £2m funding. However, it transpired that the Home Office had used the wrong statistics in their exemplifications, this led to an announcement by the Policing Minister that the process would be suspended and that the allocations for 2016-17 will be made in a similar way as recent years. This would mean the same percentage cut for all forces. Further work and consultation is expected on the funding formula proposals. This will mean continued uncertainty in terms of level of funding for North Wales Police until a final decision is made on a revised funding formula. The proposal will include transition proposals of how to move from the current allocation to a revised one. This is currently the biggest risk to the budget; if the current formula were imposed it would mean a reduction of £10.5m in grant which is currently paid as a 'floor grant'.

7.7 The outcome of the above consultations and others details were announced by the Home Office on the 18 December 2015. The main headlines were:

- A flat rate reduction of 0.6% for all policing areas. This means a grant reduction of £0.417m to North Wales. However, it is necessary to also take into account the additional £2.2m National Insurance costs in 2016-17 (as a result of the state pension changes previously announced by the Government) which is effectively a cut in budget.
- The announcement detailed that additional resources have been allocated to counter terrorism and that a Transformational Fund worth £76m has been set up to fund, amongst other things, firearms. Further details on these in the coming weeks.
- Overall 'top slicing' has increased from £160m to £218m, but now includes £80m towards the national upgrade of the police communication system.
- Details of Capital Grant were not given but the total has been reduced by 40%, if this is passed on as is likely it would mean a £0.360m reduction in capital grant for North Wales.
- English forces to continue to receive legacy council tax funding now increased to £514m from £503m.

- The information provided about future years' funding was very brief, and gave no information about central allocations or the effect of any change to the funding formula; therefore we can have very little certainty about the grant assumptions for future years.

7.8 Based on the totals provided and this year's announcement it has been estimated that there will be a further cut of 1% to grants in each on the following three years. This is less than expected but still a reduction in government funding, as an assumption has been made by the Government that council tax will be raised locally to deliver the promise of no overall reduction in police funding.

7.9 The result of the next stage of the funding formula will become clearer over the next year, this is the biggest risk to funding but is also the information required to have a clearer understanding of the resources available for policing in north wales over the medium term.

## 8. Budget 2016/17 to 2019/20

8.1 A summary of the Budget Forecast and changes for 2016/17 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 (no change)
- General inflation 1% for 2016/17 and 2% thereafter
- Specific inflation applied where known
- Council Tax increase 2% in 2016/17 (originally 3.5%); and 2.5% thereafter
- Grant reduction of 0.6% for 2016/17; 1% thereafter
- Changes in National Insurance charges in 2016/17 will add a further £2.2m to the pay bill, equivalent to a 3 % additional cut

8.3 The effect of these assumptions are:

	2016/17	2017/18	2018/19	2019/20
Inflationary increases	£4.078m (2.60%)	£2.232m (2.04%)	£2.580m (1.60%)	£2.375m (1.45%)
Reduction in Grant	£0.417m (-0.6%)	£0.728m (-1.0%)	£0.720m (-1.0%)	£0.713m (-1.0%)
Less: additional funding from Increase in Council Tax	(£1.657m) (2.0%)	(£1.883m) (2.5%)	(£1.935m) (2.5%)	(£1.989m) (2.5%)
<b>Cuts required</b>	<b>£2.838m</b>	<b>£2.077m</b>	<b>£1.365m</b>	<b>£1.099m</b>

8.4 The focus has been very much on cuts over the last 5 years with a total of £24.1m having been cut from the budget. However, 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 £1.072m additional investment in the Protecting Vulnerable People Unit. This is an investment of 19 Officers and 5 staff (final mix subject to change) in preventing, identifying and investigating the exploitation of vulnerable people which has been identified as a national as well as a local priority, this includes online exploitation. An investment of £0.068m is required within the crime recording process to meet national requirements as well as an investment of £0.233m to deliver the number of major projects in IT and Estates that are due to be delivered over the next few years.

- 8.5 The Strategic Planning Board has identified and agreed £2.838m of cuts for 2016/17 across all areas of the force; these are listed below:

<b>Cuts to be taken in 2016/17</b>	
Business Service Review	£0.237m
Corporate Service Review	£0.326m
Operational Futures LPS	£0.114m
Scientific Support	£0.270m
Communication Futures	£0.180m
Estates	£0.266m
Vehicles and transport	£0.075m
Analysts	£0.027m
Overtime	£0.150m
National Air Service	£0.099m
Catering	£0.050m
Support Service Management Review	£0.215m
Crime Services	£0.147m
Procurement	£0.015m
Income Generation	£0.200m
Firearms Licencing	£0.203m
Seized Property	£0.012m
Targeted Service Efficiencies	£0.345m
<b>Total to be cut</b>	<b>£2.838m</b>

- 8.6 This leaves £4.541m to be saved over the period 2017/18 to 2019/20. Plans are at different stages of development for these further savings; these plans will be further developed and reviewed over the next 12 months. The process to identify further efficiencies will continue:

	<b>2017/18 to 2019/20</b>
Business Service Review	£0.726m
Corporate Service Review	£0.026m
Operation Futures LPS	£0.081m
Operational Futures PCSO's	£1.037m
Communication Futures	£0.096m
Estates	£0.318m
Vehicles and Transport	£0.228m
IT Contracts	£0.762m
National Police Air Service	£0.196m
Collaboration	£0.200m
Procurement	£0.100m



Budget Review	£0.271m
PFI	£0.500m
<b>Total</b>	<b>£4.541m</b>

## 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 – this is the biggest risk over the next 12 months
- 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 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 being transferred to Reserves and Balances.

9.2 The General Reserve is currently £4.189m - 3% of the estimated 2016-17 net budget. The prudent range is considered to be 3% to 5% of net budget. A review of the reserves took place as part of the budget setting process last year, and as there is now a separate Major Incident Reserve, it was decided to reduce the General Reserve to £4.189m, being 3% of the net budget. The General Reserve previously included an amount for Major Incidents if needed.

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.

Usable reserves as at:	31 March 2015 £m	31 March 2016 £m	31 March 2017 £m	31 March 2018 £m	31 March 2019 £m	
Capital Receipts Reserve	4.641	3.341	-	-	-	Can be used only for capital
General Fund	4.189	4.189	4.189	4.189	4.189	Set at 3% of net budget from 2015/16
Earmarked Reserves	32.235	28.715	18.449	14.775	13.512	Details below
<b>Total Usable Reserves</b>	<b>41.065</b>	<b>36.245</b>	<b>22.638</b>	<b>18.964</b>	<b>17.701</b>	

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 2015 £m	31 March 2016 £m	31 March 2017 £m	31 March 2018 £m	31 March 2019 £m
Capital Investment	14.845	12.557	3.373	0.885	0.885
Major Incident	2.235	2.235	2.235	2.235	2.235
Pension Ill Health Reserve	0.697	0.697	0.697	0.697	0.697
Insurance Reserve	1.259	1.259	1.259	1.259	1.259
PFI Reserve	3.397	3.692	3.914	4.032	4.073
Probationer Reserve	4.840	4.840	4.140	3.440	2.740
Estates Security and Maintenance	2.000	1.500	1.000	0.500	0.000
Cost of Change	1.659	0.759	0.759	0.759	0.759
Partnership Reserve	0.685	0.581	0.477	0.373	0.269
Commissioner's Community Safety Fund	0.265	0.265	0.265	0.265	0.265
OPCC including Legal and Participatory Budgets	0.353	0.330	0.330	0.330	0.330
<b>Total</b>	<b>32.235</b>	<b>28.715</b>	<b>18.449</b>	<b>14.775</b>	<b>13.512</b>

## 11. Capital

- 11.1 There are a number of projects within the Capital Programme which are coming to the end of the planning and planning consent stages. These are the custody and headquarters facility and the town centre police station in Wrexham, the new Police Station in Llandudno, the control room technology replacement and the mobile data developments. The expenditure for these projects has been re profiled, most of the expenditure is incurred once the work has started, but it does take time and resources to get projects of this magnitude up and running.

2.1 There are also other smaller estates projects to be completed as well as upgrades of the Business systems and the annual Vehicle replacement Programme.

2.2 Plans beyond 2017-18 are limited at the current time to Vehicle and IT replacement Programmes. There will be an Estates Review in 2016-17 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.

### Summary Capital Programme 2015/16 to 2019/20

<b>Expenditure</b>	<b>£m</b>
Estates	21.445
Vehicles and Equipment	8.602
Information Technology and Computing	9.577
<b>Total Expenditure</b>	<b>39.624</b>
<b>Funding</b>	
Grants	3.065
Revenue Contribution	3.674
Reserves	13.960
Capital Receipts	7.549
Borrowing	4.570
<b>Total Funding</b>	<b>39.624</b>

## 12. Consideration of the Options

12.1 The following major changes have been made between the previous MTFP and the current one:

<b>Change between 2015/16 and 2016/17</b>	<b>January 2015</b>	<b>January 2016</b>
Cut in government grant	4%	0.6%
Increase in council tax	3.5%	2%
Cuts required in 2016/17	£4.563m	£2.838m
Reduction in PCSOs	19	0

Commissioner has considered all of the options available. The cuts of £4.563m previously assumed for 2016/17 did not cater for emerging demands, which would have meant these could only be delivered by the redeployment of front line officers. In December, the Force presented draft plans based on the grant cut of 0.6% and making savings of £2.8m, of which £1.4m will be redeployed to support front line activities. The cuts in 2016/17 do not include a reduction in PCSO's posts as was originally anticipated. In deciding on the proposed Council Tax increase, the balance must be found between affordability and ensuring the police service has sufficient funds, based on what has happened over the last five years and predictions for the next four. Additional cuts will invariably hit front line and officer numbers. The Home Office has assumed a Council Tax increase of 2% (higher for forces with lower council tax) in their calculations for 2016/17, this increase of 2% does give North Wales Police the balance between protecting the service and affordability.

12.2 The Commissioner has held discussions with the Chief Constable who has confirmed that the council tax increase of 2% provides sufficient budget to enable the operational delivery of the policing service in 2016/17. However, due to future uncertainty over the level of grant allocation 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 2% the valuations for each property band are:

<b>Tax Band</b>	A	B	C	D	E	F	G	H	I
<b>Council Tax £</b>	160.08	186.76	213.44	240.12	293.48	346.84	400.20	480.24	560.28

12.4 The precept for each billing area will be:

<b>Billing Authority</b>	<b>Tax Base</b>	<b>Precept</b>
Isle of Anglesey County Council	30,250.23	<b>£7,263,685</b>
Gwynedd Council	49,932.37	<b>£11,989,761</b>
Conwy County Borough Council	49,746.66	<b>£11,945,168</b>
Denbighshire County Council	38,887.56	<b>£9,337,681</b>
Flintshire County Council	62,759.00	<b>£15,069,691</b>
Wrexham County Borough Council	52,957.00	<b>£12,716,035</b>
<b>Total</b>	<b>284,532.82</b>	<b>£68,322,021</b>

### 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 2016/17, 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.

Appendix A Budget 2015-16 to 2019-20										
		Annual		Annual		Annual		Annual		Annual
		Budget		Budget		Budget		Budget		Budget
		2015-16		2016-17		2017-18		2018-19		2019-20
	Expenditure	£000	£000	£000	£000	£000	£000	£000	£000	£000
1	Police Officer Pay	71,269	1,648	72,917	1,338	74,255	1,227	75,482	1,235	76,717
2	Police Staff Pay	40,249	651	40,900	807	41,707	649	42,356	654	43,010
3	Police Officer Overtime	1,983	-150	1,833	0	1,833	0	1,833	0	1,833
4	Police Staff Overtime	406	0	406	0	406	0	406	0	406
5	Allowances	2,023	-155	1,868	-50	1,818	-50	1,768	-50	1,718
6	Training	669	-3	666	13	679	14	693	14	707
7	Other Employee	671	7	678	13	691	14	705	14	719
8	Direct Pension Payments	3,102	0	3,102	62	3,164	63	3,227	65	3,292
9	Energy Costs	1,409	22	1,431	44	1,475	44	1,519	47	1,566
10	Building Running Costs	6,645	-380	6,265	134	6,399	137	6,536	140	6,676
11	Repairs & Maintenance of Vehicles	857	5	862	17	879	18	897	18	915
12	Vehicle Running Costs	2,167	-111	2,056	86	2,142	89	2,231	94	2,325
13	Car & Travelling Allowances	721	8	729	14	743	15	758	15	773
14	Air Support Unit	1,394	-99	1,295	0	1,295	0	1,295	0	1,295
15	Equipment	688	-33	655	14	669	14	683	14	697
16	Clothing and Uniforms	466	5	471	9	480	10	490	9	499
17	Printing and Stationery	437	-3	434	9	443	9	452	10	462
18	IT and Communications	9,215	-12	9,203	0	9,203	0	9,203	0	9,203
19	Subsistence	297	-11	286	6	292	6	298	7	305
20	Other Supplies and Services	7,552	79	7,631	236	7,867	90	7,957	90	8,047
21	Forensics	1,078	-123	955	21	976	22	998	23	1,021
22	Debt Charges & Contribution to Capital	1,504	0	1,504	360	1,864	0	1,864	0	1,864
23	Special Situations Contingency	400	0	400	0	400	0	400	0	400
24	Inflation and General Contingency	400	0	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
	<b>Gross Expenditure</b>	<b>156,768</b>	<b>1,345</b>	<b>158,113</b>	<b>3,133</b>	<b>161,246</b>	<b>2,371</b>	<b>163,617</b>	<b>2,399</b>	<b>166,016</b>
	<b>Income</b>									
26	Secondments	-1,300	199	-1,101	0	-1,101	0	-1,101	0	-1,101
27	Interest on Balances	-271	0	-271	0	-271	0	-271	0	-271
28	Income	-5,397	-270	-5,667	0	-5,667	0	-5,667	0	-5,667
29	Specific Grants	-10,051	-43	-10,094	52	-10,042	53	-9,989	52	-9,937
	<b>Total Income</b>	<b>-17,019</b>	<b>-114</b>	<b>-17,133</b>	<b>52</b>	<b>-17,081</b>	<b>53</b>	<b>-17,028</b>	<b>52</b>	<b>-16,976</b>
30	PFI Reserve	29	0	295	-73	222	-104	118	-77	41
31	Speed Awareness Reserve	-208	0	-208	0	-208	0	-208	0	-208
32	Additional from Reserves	0	0	0	0	0	0	0	0	0
	<b>Net Expenditure</b>	<b>139,836</b>	<b>1,231</b>	<b>141,067</b>	<b>3,112</b>	<b>144,179</b>	<b>2,320</b>	<b>146,499</b>	<b>2,374</b>	<b>148,873</b>
33	Total Grants	-73,162	417	-72,745	728	-72,017	720	-71,297	713	-70,584
34	Precept	-66,674	-	-68,322	-1,883	-70,205	-1,935	-72,140	-1,989	-74,129
			1,648							
	<b>Funding</b>	<b>-139,836</b>	<b>-</b>	<b>-141,067</b>	<b>-1,155</b>	<b>-142,222</b>	<b>-1,215</b>	<b>-143,437</b>	<b>-1,276</b>	<b>-144,713</b>
			<b>1,231</b>							
	Annual Balance	0	0	0	1,957	1,957	1,105	1,105	1,098	1,098
	Cumulative			0		1,957		3,062		4,160

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

**Medium Term Financial Plan**

**2016-17 to 2019-20**

## 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 previous Government's Comprehensive Spending Review (CSR2010) covered the period 2011 to 2015; the Review included substantial cuts across the public sector. A further year of grant cuts was imposed in 2015-16 pending the new Government's Spending Review (SR2015). The original planned cash reduction in Police Budgets over the 4 years (2011-12 to 2014-15) of the CSR2010 was 12%, the actual reduction in grants to the end of 2015-16 were 20.6%. 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, and following a cut in grant of 5.1% in 2015-16 a Council Tax increase of 3.44% was set. The table below documents the cuts made to date to balance the Police budget.

Year	2011-12	2012-13	2013-14	2014-15	2015-16	Total
Cuts Made	4.678m	6.016m	4.634m	4.325m	4.448m	24.101m

1.4 Cuts of £24.101m will have been achieved over 5 years by the end of 2015-16, with £1.8m being re invested in front line posts. Grant funding has been reduced by 20.6% over the five year period, total precept income has increased by 19.2% over the same period, this has resulted in a 16% real term reduction in the total budget.

1.5 The Government conducted two major reviews over the summer of 2015 that would determine the level of Government grants for policing for future years. The Spending Review (SR2015) reviewed the budget allocation to all Government Departments including the total available for policing. A review of the Police Funding Formula was conducted by the Home Office, the formula sets out how the Home Office distributes the total funding available to policing between the policing areas. The final outcome of these reviews was not known until the announcement of grant allocations on the 17 of December 2015. This timescale resulted in a great deal of uncertainty as to the potential resources available and the cuts required during the planning process for the 2016-17 budgets. Further details are given below.

## **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 (CSR2010) was announced. It was apparent during the budget setting process for 2014-15 that the cuts would continue over the period of the new parliament. The savings taken in 2014-15 were in the main the final savings from the work undertaken and implemented following the CSR2010. 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 saving work streams are initially governed by the Financial Savings Planning Board (FSPB) with the final proposals being submitted to the Strategic Planning Board (SPB) chaired by the Chief Constable. The SPB 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 Around 50 separate work streams have been considered by the FSPB. These were identified from a combination of internal reviews already under taken 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 28 September 2015 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 the 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 2016-2017
  - 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 16 November 2015. The proposals were discussed by the Commissioner's and Chief



Constables Chief Finance Officers on 17 November 2015. A meeting was held between the Commissioner, the Chief Constable and their representatives on 26 December to discuss the budget proposals. The Government's Grant figures were announced on 17 December 2015. 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. 2015-16 Budget

- 3.1 Government Funding was cut by 5.1% in 2015-16, making the total grant cash cut for the period 2011-12 to 2015-16 20.6%. This is 8.6% 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 2015-16 budget £4.448m cuts were made. These are on target to be delivered and the current projection is for a small under spend against the original budget for 2015-16, however the cost of funding voluntary redundancies will result in an overall position of using some earmarked reserves. . The cuts made are detailed below:

#### Cuts made 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
<b>Total to be cut</b>	<b>-£4.448m</b>

- 3.2 Her Majesty's Inspectorate of Constabularies (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 HMIC's *Valuing the Police* reviews have been incorporated into their new review programme *PEEL Reviews* (Police Efficiency, Effectiveness and Legitimacy). The overall efficiency question set by the HMIC is 'How efficient is the force at keeping people safe and reducing crime?' with the three questions underpinning the assessment being:
1. How well does the force use its resource to meet demand?
  2. How sustainable and affordable is the workforce model?
  3. How sustainable is the force's financial position for the short and long term?
- 3.4 Forces are graded as being 'outstanding', 'good', 'requires improvement', or 'inadequate'. The overall grading was 'good'. At the time of the inspection the expected cut to police budgets was higher than that it is now, however North Wales Police continued with the strategy of recruiting officers with the potential of going over establishment, this risk is managed by an earmarked reserve. Based on this the HMIC judged the second question above as 'requiring improvement' (the other two being judged 'good'). The final settlement has reduced the likelihood of having to reduce front line officers making the workforce model more sustainable. The summarised comments from the HMIC are given below:

*'HMIC judges North Wales Police to be good. The force has managed its finances well and has been able to minimise the impact of budget cuts on frontline policing. There has been only a small overall reduction in the size of the workforce. The force is working constructively in collaboration with other forces and with local partners. It has set itself a clear vision to improve policing and staff are working well to achieve improved services.'*

*North Wales Police has recognised the importance of having a better understanding of demand in order to ensure that resources can be most efficiently used to prioritise and respond to the needs of the public. It needs to do more to ensure that police officers can work as efficiently as possible, through using new technology.*

*The current workforce model is aligned to the financial plans and the savings from workforce reductions to date are sustainable. However, the force has adopted a policy of employing more police officers than its budget allows and is using its reserves to balance the budget. This approach is not sustainable. North Wales Police is at the early stage of determining how the policing model may need to change to enable further cuts in staff numbers and provide sustainable and efficient levels of policing across North Wales.*

*The force has planned a balanced budget throughout the spending review and has ended each year until 2014/15 with an underspend. This has meant that it has been*

*able to build up a high level of reserves, some of which it plans to invest in the cost of future change.'*

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 published in November 2015;

*'I am satisfied that the Commissioner and Chief Constable had appropriate arrangements in place in the year to secure economy, efficiency and effectiveness in their use of resources'*

*'The Commissioner and Chief Constable effectively managed their revenue budgets for 2014-15, and continue to respond positively to significant financial challenges'*

*'North Wales Police has made progress on developing plans to manage the financial pressures over the medium and longer term'*

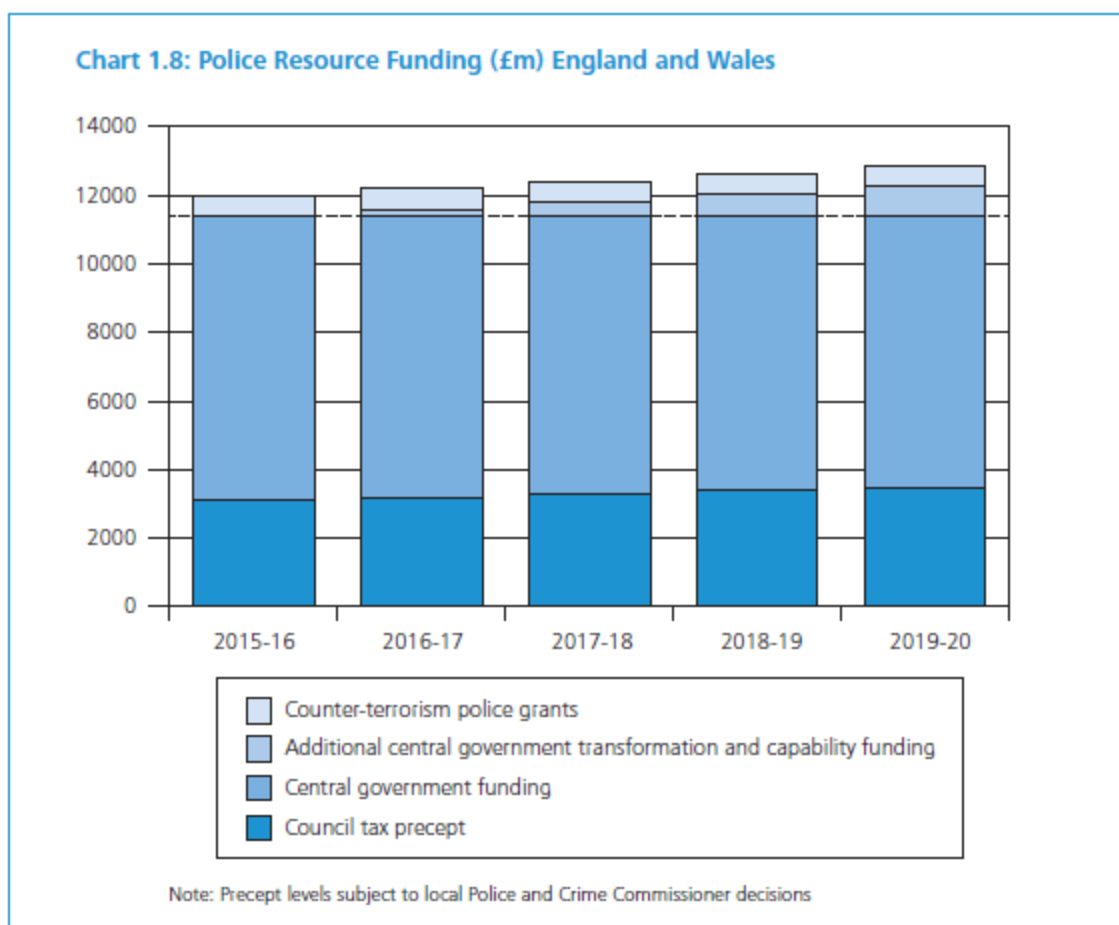
- 3.6 Both assessments show that the cuts are being managed and that the strategy of protecting the front line and number of Police Officers is being achieved as far as possible, but that this is going to be increasingly difficult to deliver further cuts in future years.

#### **4. Funding Allocations**

- 4.1 No Provisional Government Funding Allocations for 2016-17 were given as part of the 2015-16 settlement. There was a great deal of uncertainty as to future funding when the January 2015 MTFP was presented, although it was clear that the country was only at the half way point in terms of balancing the annual budget at the end of 2014-15 and that all the political parties were committed to balance the annual budget prior to the May 2015 elections. An assumption of -4% cut was built into the projections for 2016-17 to 2018-19. This resulted in a projected £15.5m deficit over the period 2015-16 to 2018-19 which was the saving target used by the FSPB.
- 4.2 Following the election in May the Government conducted a Spending Review (SR2015) over the summer months. The Treasury consulted upon cuts of 25% to 40% real terms; these translate to a cash reduction of 19% to 35% over a four year period. Indications were that the cut would be closer to the 19% figure over four years. This is in line with the January 2015 MTFP; however what had changed is that the four years now cover 2016-17 to 2019-20 rather than 2015-16 to 2018-19. This is an additional year of cuts compared to the Chancellor's previously stated aim of balancing the nation's books by 2018-19, which based on the 2015 MTFP assumptions, would mean an additional £3m cuts being required.
- 4.3 The result of the spending review was announced as part of the Chancellor's Autumn Statement on the 25 November 2015. In his speech, the Chancellor addressed police

funding and said: "now is not the time for further police cuts, now is the time to back our police and give them the tools to do the job." This signalled a change of direction and that the cuts would not be as large as had previously been indicated.

4.4 Some more detail was announced later that day which showed that overall police funding, including funding for Counter Terrorism, has been cut by 1.3% in real terms over four years. In a letter to PCCs and Chief Constables the Home Secretary and Policing Minister say that "taking into account the scope that you have to raise local council tax, this means a flat real settlement for policing as a whole." This is best illustrated by the following graph from the Treasury's Spending Review Document which shows the proportion of the police total funding allocated to policing areas reduces over the next four years.



4.5 During the summer months the Home Office also consulted on the formula that allocates the total budget available to police to policing areas. The initial consultation in July 2015 did not include exemplifications of the new proposed formula. Further consultation was conducted in September 2015, the Policing Minister provided details of proposed refinements to the funding formula which the Home Office had consulted on over the summer. The Minister also provided some limited exemplification of the revised allocations based on the 2015-16 budgets. The new proposal removed one factor, the Band D equivalent, as it had been shown that this

factor did not work as intended. The weighting on the other four factors have been revised as follows.

Variable	Weighting original	Weighting Revised
Population volume	24%	30%
Households with no adults employed and dependent children	25%	31%
Hard Pressed	25%	31%
Band D equivalent	16%	0
Bar Density	10%	8%

4.6 The proportion of funding allocated to North Wales changed from 1.03% to 1.06%, this is a small % change but based on the 2015-16 funding would have given an additional £2m funding. However, it transpired that the Home Office had used the wrong statistics in their exemplifications, this led to an announcement by the Policing Minister that the process would be suspended and that the allocations for 2016-17 will be made in a similar way as recent years. This would mean the same % cut for all forces. Further work and consultation is expected on the funding formula proposals. This will mean continued uncertainty in terms of level of funding for North Wales Police until a final decision is made on a revised funding formula. The proposal will include transition proposals of how to move from the current allocation to a revised one. This is currently the biggest risk to the budget; if the current formula were imposed it would mean a reduction of £10.5m in grant which is currently paid as a 'floor grant'.

4.6 The outcome of the above consultations and others details were announced by the Home Office on the 18 December 2015. The main headlines were:

- A flat rate reduction of 0.6% for all policing areas. This means a grant reduction of £0.417m to North Wales. This is in addition to the additional £2.2m National Insurance costs in 2016-17 as a result of the state pension changes previously announced by the Government which is effectively a cut in budget of 3%.
- The announcement detailed that additional resources have been allocated to counter terrorism and that a Transformational Fund worth £76m has been set up to fund, amongst other things, firearms. Further details on these in the coming weeks.
- Overall 'top slicing' has increased from £160m to £218m, but now includes £80m towards the national upgrade of the police communication system.
- Details of Capital Grant were not given but the total has been reduced by 40%, if this is passed on as is likely it would mean a £0.360m reduction in capital grant for North Wales.
- English forces to continue to receive legacy council tax funding now increased to £514m from £503m.
- There were no announcements on future funding or on the funding formula.

- 4.7 Based on the totals provided and this year’s announcement it has been estimated that there will be a further cut of 1% to grants in each on the following three years. This is less than expected but still a reduction in government funding, as an assumption has been made by the government that council tax will be raised locally by 2% so that there is there is no overall reduction in police funding.
- 4.8 The result of the next stage of the funding formula will become clearer over the next year, this is the biggest risk to funding but is also the information required to have a clearer understanding of the resources available for policing in north wales over the medium term.

## 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:

	2016-17	
	£m	%
<b>Total Government Grants</b>	72.745	51.6%
<b>Total Precepts</b>	68.322	48.4%
<b>Total Budget Requirement</b>	141.067	

- 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. The tax base for 2016-17 has increased slightly by 0.48%. 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 £514m in 2016-17. 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 6<sup>th</sup> 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, although the 10

policing areas with the lowest council tax will be allowed to increase council tax by £5 which, if taken up, could mean an increase of between 3.2% and 5.7% for those policing areas.

- 5.6 No capping rules have been announced in Wales, although a number of local authorities have indicated that they may set council tax increases of up to 5% following their grant cuts of between -0.1% and 4.1%. No Council Tax Reduction Grant is available in Wales.
- 5.7 The Home Office have assumed that policing areas would raise their council tax by 2% and that the tax base would increase by 0.5% in order to give the 'flat real term increase' announced as part of the Autumn Statement.

## **6. Budget Forecast and Planned Reductions and redeployment 2016-17 to 2019-20**

6.1 A summary of the Budget Forecast and changes for 2016-17 and future years are shown in Appendix B.

6.2 The main assumptions as set out in the previous MTFP are as follows:

- Annual pay inflation 1% applied from September
- General Inflation 2%, specific inflation applied where known
- Council Tax increase of 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 All of these assumptions have been reviewed and amended to reflect up to date information. A detailed review of inflation included has been conducted. Pay inflation remains at 1%, inflation for 2016-17 has been reduced to 1% and each budget line reviewed. The National Insurance estimate has been re calculated based on review NI banding and reduction in posts over. This resulted in £1.469m being reduced from the budget prior to the specific savings applied.

6.4 The grant reduction for 2016-17 is -0.6% and it is now estimated that there will be a further -1% in each of the following 3 years. This has allowed the council tax increase to be reduced from the 3.5% planned to the 2% assumed increase by the Home Office, which will give an overall increase in budget of 0.89%, this is below the Office of Budget Responsibility projection for inflation of 1% for 2016 and 1.8% for 2017.

6.5 Throughout the year plans have been drawn up for possible cuts of £4.563m, this would have included operational posts including 19 PCSOs' posts. The reduction in PCSOs' is not necessary in 2016-17 and has been put back to be reviewed pending future funding announcements. However cuts of £2.838m have been identified and will be made in 2016-17. There are also number new demands on policing that have been highlighted nationally and locally, in Protecting Vulnerable People (specifically Child Sexual Exploitation (CSE)), Cyber Crime (CSE related and other). This has resulted in £1.4m of the £2.8m saving being re deployed into front line posts. Details

are given in the following paragraphs with the overall changes summarised below. A summary of the changes in assumptions are given below:

<b>Change between 2015/16 and 2016/17</b>	<b>January 2015</b>	<b>January 2016</b>
Cut in government grant	4%	0.6%
Increase in council tax	3.5%	2%
Cuts required in 2016/17	£4.563m	£2.838m
Reduction in PCSOs	19	0

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

	2016/17	2017/18	2018/19	2019/20
Inflationary increases	£4.078m (2.60%)	£2.232m (2.04%)	£2.580m (1.60%)	£2.375m (1.45%)
Reduction in Grant	£0.417m (-0.6%)	£0.728m (-1.0%)	£0.720m (-1.0%)	£0.713m (-1.0%)
Less: additional funding from Increase in Council Tax	(£1.657m) (2.0%)	(£1.883m) (2.5%)	(£1.935m) (2.5%)	(£1.989m) (2.5%)
<b>Cuts required</b>	<b>£2.838m</b>	<b>£2.077m</b>	<b>£1.365m</b>	<b>£1.099m</b>

6.5 The focus has been very much on cuts over the last 5 years with a total of £24.1m having been cut from the budget. However, 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 £1.072m additional investment in the Protecting Vulnerable People Unit. This is an investment of 19 Officers and 5 staff (final mix subject to change) in preventing, identifying and investigating the exploitation of vulnerable people which has been identified as a national as well as a local priority, this includes online exploitation. An investment of £0.068m is required within the crime recording process to meet national requirements as well as an investment of £0.233m to deliver the number of major projects in IT and Estates that are due to be delivered over the next few years.

6.6 The final set of cuts, in addition to the £1.469m inflationary reductions made, is listed below.

<b>Cuts to be taken in 2016/17</b>	
Business Service Review	£0.237m
Corporate Service Review	£0.326m
Operational Futures LPS	£0.114m
Scientific Support	£0.270m



Communication Futures	£0.180m
Estates	£0.266m
Vehicles and transport	£0.075m
Analysts	£0.027m
Overtime	£0.150m
National Air Service	£0.099m
Catering	£0.050m
Support Service Management Review	£0.215m
Crime Services	£0.147m
Procurement	£0.015m
Income Generation	£0.200m
Firearms Licencing	£0.203m
Seized Property	£0.012m
Targeted Service Efficiencies	£0.345m
<b>Total to be cut</b>	<b>£2.838m</b>

- 6.6 This leaves a gap savings required of £4.541m over the period 2017-18 to 2019-20. Plans are at different stages of development for these further savings; these plans will be further developed and reviewed over the next 12 months. The process to identify further efficiencies will continue.

	<b>2017/18 to 2019/20</b>
Business Service Review	£0.726m
Corporate Service Review	£0.026m
Operation Futures LPS	£0.081m
Operational Futures PCSO's	£1.037m
Communication Futures	£0.096m
Estates	£0.318m
Vehicles and Transport	£0.228m
IT Contracts	£0.762m
National Police Air Service	£0.196m
Collaboration	£0.200m
Procurement	£0.100m
Budget Review	£0.271m
PFI	£0.500m
<b>Total</b>	<b>£4.541m</b>

## 7. Recruitment

- 7.1 The Police Officer Establishment (the number of funded Police Officer Posts in the Budget) was 1,406 in 2015-16, this reduced to 1,402 due to a reduction in the number of officers seconded outside the of the force area. 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 2016-17.

- 7.2 The maximum number of recruits that can be taken is 4 intakes of 18 probationers, it was anticipated that this would have had to be reduced to 2 intakes based on the financial outlook prior to the Autumn Statement announcement. Based on the revised forecast the plan for 2016-17 is now for four intakes of 18 during the year. The Probationer Reserve and turnover savings will be used to fund the over-establishment numbers during the year and manage the risk that further cuts will have to be made in future if funding reduces. This smooths the peaks and troughs in terms of matching actual numbers to the budgeted number of posts.

Police Officer Establishment 1.4.2015	1402
Net change	7
Police Officer Establishment 1.4.2016	1409

- 7.3 There is a steady flow of PCSO's being recruited as Police Officers. The initial outlook was that there would be a reduction of 19 in the PCSO's establishment; it is now possible to at least delay this reduction. PCSO's are recruited in intakes of 12, it had been expected that one or possibly two intakes would have been required in 2016-17 but now it will be necessary to have three or if possible four intakes.

- 7.4 The improvement in the funding outlook is to be welcomed but does pose a challenge for the recruitment section, especially as the change of direction has come very late in the planning cycle. Plans for the additional recruitments as well as assessment of additional resources that may be required over the short term are being finalised.

## **8. Risks**

- 8.1 The level on uncertainty in setting 2016-17 budgets has been very high due to the spending review and the review of the formula, funding was not confirmed until 17 December 2015. No policing area grant figures have been announced beyond 2016-17. There is still a risk that there will be cuts to the total allocated to policing areas in future years, the government have assumed an increase in council tax in order for policing areas not to have a real terms cut in budget.

- 8.2 The biggest risk over the next year is the funding formula. The figures provided by the Home Office during the 2015-16 review showed North Wales's allocation increasing from 1.03% to 1.06% of the total, this equated to £2m additional funding which demonstrates the sensitivity of any changes. Estimates then provided by Devon and Cornwall showed North Wales's allocation reducing by £12m. Details of the new review have not been announced and it is not clear if the next proposal will be based on the 2015-16 proposal or a completely different approach.

- 8.3 There are new and emerging national and local risks that must be resourced such as Child Sexual Exploitation and Cyber Crime, additional allocations have been made in 2016-17 but these are resource intensive areas and will need to be further assessed in future. 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 2015-16 are in place and are being implemented; however the potential savings in 2016-17 have to be delivered. These are considered to be deliverable within the year. Cuts beyond 2016-17 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 £0.670m cut in the 2017-18 budgets.
- 8.6 The Home Office have top-sliced the amounts allocated to Police areas in recent years to fund national units and initiatives. Any new initiatives may result in further top slicing.
- 8.7 Further cuts could be applied if the economic climate worsens. Each additional 1% cut to the General Grant Funding is a cash reduction of £0.727m.
- 8.8 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.
- 8.9 Inflation has been low in recent years and the budget assumptions have been changed to reflect this, however this could change especially in areas such as fuel and energy where prices can be very volatile.
- 8.8 The table below highlights the sensitivity of the main assumptions

<b>Sensitivity main variables</b>	<b>£m</b>
1% change in Council Tax	0.670
1% change in grant	0.727
A 1% change in pay	0.900
1% change in general inflation	0.378

## 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 being transferred to Reserves and Balances.
- 9.2 The General Reserve is currently £4.189m which is 3% of the estimated 2016-17 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 last year, and as there is now a specific Major Incident Reserve it was been decided to reduce the General Reserve to £4.189m which is 3% of the net budget. The General Reserve previously had an element to cover requirements for Major Incidents if needed.
- 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.

<b>Reserve Position</b>							
	<b>31.3.15</b>		<b>31.3.16</b>	<b>31.3.17</b>	<b>31.3.18</b>	<b>31.3.19</b>	
	<b>£m</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
<b>Usable Reserves at</b>							
<b>Capital Receipts Reserve</b>	4.641	-1.300	3.341	0.000	0.000	0.000	Can only be used for capital, planned additional sales are included in the capital funding
<b>Capital Grants Unapplied</b>	0.000	0.000	0.000	0.000	0.000	0.000	Can only be used for capital
<b>General Fund Balance</b>	4.189	0.000	4.189	4.189	4.189	4.189	Set at 3% of net budget from 15-16
<b>Earmarked General Fund Reserves</b>	32.235	-3.520	28.715	18.449	14.775	13.512	Detailed below
<b>Total Usable Reserves</b>	<b>41.065</b>	<b>-4.820</b>	<b>36.245</b>	<b>22.638</b>	<b>18.964</b>	<b>17.701</b>	

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	31.3.15		31.3.16	31.3.17	31.3.18	31.3.19
	£m		£m	£m	£m	£m
Capital Investment	14.845	-2.288	12.557	3.373	0.885	0.885
Major Incident	2.235	0.000	2.235	2.235	2.235	2.235
Pension Ill Health Reserve	0.697	0.000	0.697	0.697	0.697	0.697
Insurance Reserve	1.259	0.000	1.259	1.259	1.259	1.259
PFI Reserve	3.397	0.295	3.692	3.914	4.032	4.073
Probationer Reserve	4.840	0.000	4.840	4.140	3.440	2.740
Estates Security and Maintenance	2.000	-0.500	1.500	1.000	0.500	0.000
Cost of Change	1.659	-0.900	0.759	0.759	0.759	0.759
Partnerships Reserve	0.685	-0.104	0.581	0.477	0.373	0.269
Commissioners Community Safety Fund	0.265	0.000	0.265	0.265	0.265	0.265
PCC Transition/Legal/Participatory Budgets	0.353	-0.023	0.330	0.330	0.330	0.330
<b>Total</b>	<b>32.235</b>	<b>-3.520</b>	<b>28.715</b>	<b>18.449</b>	<b>14.775</b>	<b>13.512</b>

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

	31.3.15		31.3.16	31.3.17	31.3.18	31.3.19
	£m		£m	£m	£m	£m
Capital	19.486	-3.588	15.898	3.373	0.885	0.885
Risk	4.191	0.000	4.191	4.191	4.191	4.191
Revenue	13.199	-1.232	11.967	10.885	9.699	8.436
General	4.189	0.000	4.189	4.189	4.189	4.189
	41.065	-4.820	36.245	22.638	18.964	17.701

**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.

**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.

**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.

## **10. Capital**

- 10.1 There are a number of projects within the Capital Programme which are coming to the end of the planning and planning consent stages. These are the custody and headquarters facility and the town centre police station in Wrexham, the new Police Station in Llandudno, the control room technology replacement and the mobile data developments. The expenditure for these projects has been re profiled, most of the expenditure is incurred once the work has started, but it does take time and resources to get projects of this magnitude up and running.
- 10.2 There are also other smaller estates projects to be completed as well as upgrade of the Business systems and the annual Vehicle replacement Programme.
- 10.3 The Capital figures in the Appendix C show the original and revised Capital Programme for 2015-20.
- 10.4 Plans beyond 2017-18 are limited at the current time to Vehicle and IT replacement Programmes. There will be an Estates Review in 2016-17 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.

## 10.5 Capital Programme 2015-16 to 2019-20

<b>Expenditure</b>	<b>£m</b>
Estates	21.445
Vehicles and Equipment	8.602
Information Technology and Communication	9.577
Total	<u>39.624</u>
<b>Funding</b>	
Grants	3.065
Revenue Contribution	3.674
Reserves	13.960
Capital Receipts	7.549
Borrowing	<u>4.570</u>
Total	39.624

## 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 a further three years of cuts in grants, but that the cuts are less than previously expected. These follow from on from a period of four years where £24.1m has already been cut from the Grants. The emerging demands in cybercrime and sexual exploitation of the vulnerable are resource intensive in terms of prevention and investigation but have to be addressed. The next four years will be very challenging financially and will require a balance between cutting budgets, investments in some areas 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 only incurring a sustainable level of debt
- Continually review budgets to ensure that resources are targeted on key objectives

To achieve the strategic 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.

Appendix B Budget 2015-16 to 2019-20										
		Annual		Annual		Annual		Annual		Annual
		Budget		Budget		Budget		Budget		Budget
		2015-16		2016-17		2017-18		2018-19		2019-20
	Expenditure	£000	£000	£000	£000	£000	£000	£000	£000	£000
1	Police Officer Pay	71,269	1,648	72,917	1,338	74,255	1,227	75,482	1,235	76,717
2	Police Staff Pay	40,249	651	40,900	807	41,707	649	42,356	654	43,010
3	Police Officer Overtime	1,983	-150	1,833	0	1,833	0	1,833	0	1,833
4	Police Staff Overtime	406	0	406	0	406	0	406	0	406
5	Allowances	2,023	-155	1,868	-50	1,818	-50	1,768	-50	1,718
6	Training	669	-3	666	13	679	14	693	14	707
7	Other Employee	671	7	678	13	691	14	705	14	719
8	Direct Pension Payments	3,102	0	3,102	62	3,164	63	3,227	65	3,292
9	Energy Costs	1,409	22	1,431	44	1,475	44	1,519	47	1,566
10	Building Running Costs	6,645	-380	6,265	134	6,399	137	6,536	140	6,676

11	Repairs & Maintenance of Vehicles	857	5	862	17	879	18	897	18	915
12	Vehicle Running Costs	2,167	-111	2,056	86	2,142	89	2,231	94	2,325
13	Car & Travelling Allowances	721	8	729	14	743	15	758	15	773
14	Air Support Unit	1,394	-99	1,295	0	1,295	0	1,295	0	1,295
15	Equipment	688	-33	655	14	669	14	683	14	697
16	Clothing and Uniforms	466	5	471	9	480	10	490	9	499
17	Printing and Stationery	437	-3	434	9	443	9	452	10	462
18	IT and Communications	9,215	-12	9,203	0	9,203	0	9,203	0	9,203
19	Subsistence	297	-11	286	6	292	6	298	7	305
20	Other Supplies and Services	7,552	79	7,631	236	7,867	90	7,957	90	8,047
21	Forensics	1,078	-123	955	21	976	22	998	23	1,021
22	Debt Charges & Contribution to Capital	1,504	0	1,504	360	1,864	0	1,864	0	1,864
23	Special Situations Contingency	400	0	400	0	400	0	400	0	400
24	Inflation and General Contingency	400	0	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
	<b>Gross Expenditure</b>	<b>156,768</b>	<b>1,345</b>	<b>158,113</b>	<b>3,133</b>	<b>161,246</b>	<b>2,371</b>	<b>163,617</b>	<b>2,399</b>	<b>166,016</b>
	<b>Income</b>									
26	Secondments	-1,300	199	-1,101	0	-1,101	0	-1,101	0	-1,101
27	Interest on Balances	-271	0	-271	0	-271	0	-271	0	-271
28	Income	-5,397	-270	-5,667	0	-5,667	0	-5,667	0	-5,667
29	Specific Grants	-10,051	-43	-10,094	52	-10,042	53	-9,989	52	-9,937
	<b>Total Income</b>	<b>-17,019</b>	<b>-114</b>	<b>-17,133</b>	<b>52</b>	<b>-17,081</b>	<b>53</b>	<b>-17,028</b>	<b>52</b>	<b>-16,976</b>
30	PFI Reserve	29	0	295	-73	222	-104	118	-77	41
31	Speed Awareness Reserve	-208	0	-208	0	-208	0	-208	0	-208
32	Additional from Reserves	0	0	0	0	0	0	0	0	0
	<b>Net Expenditure</b>	<b>139,836</b>	<b>1,231</b>	<b>141,067</b>	<b>3,112</b>	<b>144,179</b>	<b>2,320</b>	<b>146,499</b>	<b>2,374</b>	<b>148,873</b>
33	Total Grants	-73,162	417	-72,745	728	-72,017	720	-71,297	713	-70,584
34	Precept	-66,674	-	-68,322	-1,883	-70,205	-1,935	-72,140	-1,989	-74,129
			1,648							
	<b>Funding</b>	<b>-139,836</b>	<b>-</b>	<b>-141,067</b>	<b>-1,155</b>	<b>-142,222</b>	<b>-1,215</b>	<b>-143,437</b>	<b>-1,276</b>	<b>-144,713</b>
			<b>1,231</b>							
	Annual Balance	0	0	0	1,957	1,957	1,105	1,105	1,098	1,098
	Cumulative			0		1,957		3,062		4,160

Appendix C

**Capital Programme 2015-16 to 2019-20**

<b>Draft Capital Programme 2015-2020</b>									
		2015-16	2015-16	2016-17	2016-17	2017-18	2017-18	2018-19	2019-20
Ref	Description	Original	Revised	Original	Revised	Original	Revised	Revised	Revised
		Jan-15	Jan-16	Jan-15	Jan-16	Jan-15	Jan-16	Jan-16	Jan-16
		£000	£000	£000	£000	£000	£000	£000	£000
	<b>Estate Programme</b>								

1	Retentions	5	5	5	5	5	5	5	5
2	Sustainability Improvements	100	69	100	100	100	100	100	100
3	Menai Bridge Offices	0	0	100	100	0	0	0	0
4	Custody Suites upgrades	0	26	0	0	0	0	0	0
5	Llangefni New Police Station	60	0	0	0	0	0	0	0
6	Chirk Station Relocation	20	0	0	0	0	0	0	0
7	Cefnmawr Station Relocation	50	0	0	0	0	0	0	0
8	Wrexham new Facility	9,083	2,300	5,000	8,622	0	5,000	0	0
9	Saltney Relocation	50	0	0	50	0	0	0	0
10	Buckley Relocation	0	0	55	55	0	0	0	0
11	Deeside Relocation	0	0	250	250	0	0	0	0
12	Flint Relocation	7	43	0	0	0	0	0	0
13	Llangollen Relocation	7	36	0	0	0	0	0	0
14	Llandudno Relocation/New Build	1,000	600	1,000	1,937	0	0	0	0
15	Conwy Relocation	175	0	0	175	0	0	0	0
16	Pwllheli Relocation	902	52	0	0	0	1,000	0	0
17	Tywyn Relocation	140	140	0	0	0	0	0	0
18	Holyhead Port	0	79	0	0	0	0	0	0
19	Firearms Range Training Facilities	0	213	0	0	0	0	0	0
20	Canteen (subj to Business Case)	94	0	0	94	0	0	0	0
21	SARC Building	0	115	0	0	0	0	0	0
22	Prestatyn Station demolition	0	64	0	0	0	0	0	0
	<b>Total Building Works</b>	<b>11,693</b>	<b>3,742</b>	<b>6,510</b>	<b>11,388</b>	<b>105</b>	<b>6,105</b>	<b>105</b>	<b>105</b>

		2015-16	2015-16	2016-17	2016-17	2017-18	2017-18	2018-19	2019-20
Ref	Description	Original	Revised	Original	Revised	Original	Revised	Revised	Revised
		Jan-15	Nov-15	Jan-15	Nov-15	Jan-15	Nov-15	Nov-15	Nov-15
		£000	£000	£000	£000	£000	£000	£000	£000
	<b><u>Vehicles and Other Equipment</u></b>								
23	Vehicle Purchase Replacement Programme	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
24	PSU Vehicles (Revenue Stream replacement programme)	0	624	0	0	0	0	0	0
25	PIV	0	400	0	0	0	0	0	0
26	ANPR	0	78	0	0	0	0	0	0
	<b>Total Vehicles and Other Equipment</b>	<b>1,500</b>	<b>2,602</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>

	<b><u>Information Technology and Communication Equipment</u></b>								
27	Desk Top Replacement (Replacement Programme)	300	300	300	300	300	300	300	300
28	Network Installation (Replacement Programme)	1,400	400	0	1,000	500	0	0	800
29	Control Room Technology Replacement	0	0		2,115	0	0	0	0
30	CAD Upgrade and Hardware (Replacement Programme)	500	0	0	0	0	0	0	0
31	RMS Upgrade	0	0	0	0	0	450	0	0
32	Business Systems	345	0	0	345	420	0	0	420
33	Criminal Justice Digital Project	0	377	0	0	0	0	0	0
34	Interview Rooms Security and DDA	0	300	0	0	0	0	0	0
35	Call centre management system	650	0	0	0	0	0	0	0
36	ICCS replacement (part of Control Room Futures)	550	0	0	0	0	0	0	0
37	Mobile data	800	400	0	400	0	0	0	0
38	Secure System Replacement	0	70	0	0	0	0	0	0
39	Airwave Replacement	0	0	0	0	0	0	0	1,000
	<b>Total Information Technology and Communication</b>	<b>4,545</b>	<b>1,847</b>	<b>300</b>	<b>4,160</b>	<b>1,220</b>	<b>750</b>	<b>300</b>	<b>2,520</b>
	<b>Total Capital Expenditure</b>	<b>17,738</b>	<b>8,191</b>	<b>8,310</b>	<b>17,048</b>	<b>2,825</b>	<b>8,355</b>	<b>1,905</b>	<b>4,125</b>
	<b><u>Funding of Capital Programme</u></b>								
40	Home Office General Capital Grants	1,100	901	1,100	541	1,100	541	541	541
41	Revenue Contribution	410	994	310	670	310	670	670	670
42	Earmarked Reserves	9,326	2,288	1,356	9,184	0	2,488	0	0
43	Capital Receipts	3,218	1,300	2,244	5,353	195	153	0	0
44	Borrowing for Estates and other capital	1,139	2,008	3,000	0	0	3,753	394	1,394
45	Borrowing for Replacement Programmes	2,545	700	300	1,300	1,220	750	300	1,520
	<b>Total Funding</b>	<b>17,738</b>	<b>8,191</b>	<b>8,310</b>	<b>17,048</b>	<b>2,825</b>	<b>8,355</b>	<b>1,905</b>	<b>4,125</b>

**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)
25 Mar 2016	<b>Update on how the Police and Crime Commissioner is holding Community Safety Partnerships to account in North Wales in relation to the Police and Crime Plan.</b>	Winston Roddick, Police and Crime Commissioner
25 March 2015	<b>Meeting Schedule for 2016/17</b>	Host Authority
<b>Future Items</b>		
TBC	<b>Update on changes to Funding Formula</b> To receive an update on the review of the police formula funding.	Winston Roddick, Police and Crime Commissioner
TBC	<b>Annual review of the membership of the Police and Crime Panel</b> To ensure the Elected Members of the Panel, shall, as far as practical, reflect the political balance and community demographic of North Wales.  To include the methodology for appointing elected members to the PCP.	Host Authority
TBC	<b>Review of the Police and Crime Panel's Terms of Reference</b> To review the Terms of Reference to ensure they remain fit for purpose.	Host Authority
TBC	<b>Future of Police Community Support Officers</b>	Winston Roddick, Police and Crime Commissioner