

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



### **North Wales Police and Crime Panel**

Monday, 7 March 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 1 - 8)  
To approve and sign as a correct record minutes of the previous meeting.
5. **Announcements by the Chair**
6. **Confirmation Hearing for the post of Chief Executive for the Office of the Police and Crime Commissioner** (Pages 9 - 16)
7. **To consider reports by the North Wales Police and Crime Commissioner:**
  - a) Periodic Update by the North Wales Police and Crime Commissioner (Pages 17 - 29)
  - b) Update on the 2015/16 Budget (as at 31 December 2015) (Pages 30 - 33)
8. **Date of Next Meeting:**  
To be confirmed

## Membership of Panel

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 Neville Phillips OBE JP  
Cllr Gethin Williams

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  
Flintshire County Council  
Gwynedd Council

Patricia Astbury (Vice-Chair)  
Timothy Rhodes

Independent Co-opted Member  
Independent Co-opted Member

Please note: This meeting may be filmed for live or subsequent broadcast via the Police and Crime Panel's internet site – at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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, 25 January 2016 at 2.00 pm  
Bodlonddeb, Conwy

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Present: Councillor Glenys Diskin (Chair)

Councillors: Brian Blakeley, Philip C. Evans J.P.,  
Julie Fallon, William T Hughes, Bernie McCann,  
Dilwyn Morgan, Neville Phillips, and Gethin Williams

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

Officers: Dawn Hughes (Senior Committee Services Officer) and  
Richard Jarvis (Solicitor)

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

**216. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor David Griffiths and  
Mr. Ken Finch (Strategic Director – Democracy and Environment).

**217. 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.

**218. URGENT MATTERS**

Mr. Richard Jarvis, Legal Advisor to the Police and Crime Panel (PCP)  
informed Members that the Home Office was undertaking a consultation,  
which sought views on the complaints process for Police and Crime  
Panels when seeking to resolve non-serious complaints made against a  
Police and Crime Commissioner.

The deadline for the consultation was 10 March 2016, which was prior to  
the next meeting of the PCP. Therefore, Mr. Jarvis sought delegated  
authority to prepare a response on behalf of the PCP, which would then be  
circulated to Panel Members for comments and submitted to the Home  
Office before the deadline of 10 March 2016.

**RESOLVED-**

**That delegated authority be given to Mr. Richard Jarvis, Legal Advisor to the Police and Crime Panel to prepare a response to the Home Office Consultation – Complaints about Police and Crime Commissioners as outlined above.**

219. **MINUTES**

The minutes of the North Wales Police and Crime Panel (PCP) held on 14 December 2015 were submitted for approval.

In relation to Minute 211 – Resolution (B), the Acting Chief Executive of the Office of the Police and Crime Commissioner informed Members that 12 Special Constables had been successfully recruited to the role of Constable in the last two years – 9 of which, had joined North Wales Police, whilst 3 had joined another Police Force.

**RESOLVED-**

**That the minutes of the North Wales Police and Crime Panel held on 14 December 2015 be approved as a correct record.**

220. **ANNOUNCEMENTS BY THE CHAIR**

The Chair (Councillor Glenys Diskin) informed the North Wales Police and Crime Panel (PCP) that Mr. Ken Finch (Strategic Director – Democracy and Environment) had been taken ill last week and therefore was unable to attend the meeting today.

On behalf of the PCP, the Chair extended her very best wishes to Mr. Finch and wished him a speedy recovery.

As this was due to be Mr. Finch's last meeting before his retirement, the Chair also took the opportunity to thank Mr. Finch for the invaluable support, advice and guidance he had provided to the PCP and that he would be sorely missed.

A letter of thanks would be sent to Mr. Finch conveying the PCP's best wishes and to thank him for all his hard work.

Councillor Philip C. Evans J.P. informed the PCP that he had recently visited Mr. Finch in hospital and it was envisaged that he would be discharged from hospital shortly.

The Police and Crime Commissioner (PCC) echoed the sentiments of the Chair and stated that he had greatly valued the assistance Mr. Finch had provided, which had helped him steer through uncharted waters, as the first PCC in North Wales.

The Chair also announced that Mrs. Amanda Bragg had resigned as County Councillor from Flintshire County Council and therefore was no longer a member of the PCP.

The Chair thanked Mrs. Bragg on behalf of the PCP for her dedication to the Panel; the PCP had lost an excellent Member, who was not afraid to challenge the Commissioner or Officers.

A letter of thanks would be sent to Mrs. Bragg conveying the PCP's best wishes and thanking her for all her hard work.

The PCC also extended his thanks to Mrs. Bragg, who had been a very effective member of the PCP.

Councillor Neville Phillips was welcomed to the meeting, who had replaced Mrs. Bragg, as Flintshire County Council's representative. The Home Office had approved Cllr Philips' appointment on Friday 22 January 2016, so therefore was able to vote on matters.

The PCC also expressed his condolences to the Chair on the recent loss of her sister.

221. **UPDATE BY THE NORTH WALES POLICE AND CRIME COMMISSIONER**

The Police and Crime Commissioner (PCC) provided the North Wales Police and Crime Panel (PCP) with the following update since the last meeting of the PCP:

- Overspend on IT budget:
  - The PCC was still awaiting a report from North Wales Police on this matter; this was not a criticism, as there was a great deal of work being undertaken; feedback would be provided at the next meeting of the PCP in March 2016.
- Arson attacks – Caia Park, Wrexham
  - The PCC reported that following a series of deliberate fires in Caia Park, he would be visiting the area on Tuesday, 26 January 2016 to meet with community leaders. The PCC was also due to meet with the Chief Constable of the North Wales Police shortly to discuss the matter.
- Crime Statistics
  - As at 20 January 2016, there had been a 1% increase in overall crime in North Wales.
  - There had been a reduction of 5% in domestic burglaries; a 12% reduction in non-domestic burglary; and an 8% reduction in theft.
  - Violent crime had seen a 17% increase, however it had been acknowledged that the changes in crime recording standards had impacted on this figure, as this category now included domestic violence. In addition, increased confidence in North Wales Police and a willingness by victims to report crime had also impacted on the crime figures.
- The PCC also reported that following concerns expressed to the Ministry of Justice regarding cuts to the Grant Funding Allocation, funding had been secured to continue to fund the Victim Help Centre, Independent Sexual Violence Advisors (ISVA) and Independent Domestic Violence Advisors (IDVA).

In addition, the Government had committed to a three year funding commitment, which would enable the PCC to plan appropriately.

## 222. **POLICE AND CRIME PLAN**

The North Wales Police and Crime Commissioner (PCC) presented the North Wales Police and Crime Panel (PCP) with his draft variation to the Police and Crime Plan for North Wales, to ensure that the Plan and its objectives continued to reflect the priorities of the people of North Wales.

The draft variation (it being the third variation since it was issued) had been informed by the most comprehensive consultation process to date. An on-line survey was widely publicised and gave the public the opportunity to have their say on the PCC's policing priorities. In addition to the on-line survey, the PCC and Deputy PCC had hosted 12 consultation meetings across North Wales; attended two Local Authority Scrutiny Committees; gained the support of the Safer Communities Board and held an event specifically for the Third Sector. The Chief Constable was also consulted, as a statutory consultee under Section 5(6)(b) of the Police Reform and Social Responsibility Act 2011 and the Force also conducted a telephone survey.

The consultation process resulted in overwhelming support for each of the PCC's four strategic priorities, however 'Prevent Crime' would be renamed 'Prevent Crime and Anti-social Behaviour', and 'Building Effective Partnerships', would be renamed 'Working in Effective Partnerships'.

Whilst the four priorities would remain, they would be reprioritised. Following the Comprehensive Spending Review announcement, the North Wales Police and indeed other public sector agencies continued to face a very challenging climate in which to operate. Therefore, reducing demand through effective partnership working was imperative if the challenge was to be met and as a consequence 'Working in Effective Partnerships' would become the top priority within the varied Plan.

The PCC also advised the PCP that three reoccurring themes had emerged from the consultation exercise, which included:

- 101 non-emergency number
  - The PCC would continue to monitor the abandonment rate and receive regular updates on progress being made towards meeting the HMIC recommendations.
- Police Community Support Officers
- Vulnerability of victims
  - North Wales Police would continue to prioritise certain types of crime and continue to prioritise the protection of the most vulnerable members of society.

The PCP welcomed the variations to the Police and Crime Plan and the renaming of the priority 'Prevent Crime and Anti-social Behaviour', as prevention of crime, particularly anti-social behaviour was the most effective way of protecting communities and ensuring that people were safe at home and in public places.

Reference was also made to the Action Plan, which had been devised by the Chief Constable to focus on key work streams that were to be developed by the Force to meet the police and crime objectives with the Police and Crime Plan.

The PCC advised that the Action Plan was monitored via the Strategic Executive Board, which was chaired by the PCC. The Chief Constable provided detailed reports and statistical assessments against a number of measures within the Police and Crime Plan.

Councillor Bernie McCann also made reference to visible and accessible policing and an issue in relation to the work rota of PCSOs in the Wrexham area. Councillor McCann referred to an incident in the Wrexham area, when he had been unable to contact the PCSOs as both were off duty; Councillor McCann questioned why both were off duty at the same time and suggested that if PCSOs were unavailable then calls should be diverted to another number.

The PCC advised that as this was incident specific, he would need further details from Councillor McCann after the meeting so that the matter could be investigated further.

**RESOLVED-**

**That the draft variations to the North Wales Police and Crime Plan be approved and supported for adoption in accordance with Section 28(3)(b) of the Police Reform and Social Responsibility Act 2011.**

**223. BUDGET AND PRECEPT SETTING REPORT 2016/17**

The North Wales Police and Crime Commissioner (PCC) presented the North Wales Police and Crime Panel (PCP) with the precept, which he proposed to issue for 2016/17, in accordance with Paragraph 2, Schedule 5 of the Police Reform and Social Responsibility Act 2011.

The PCP was also presented with the Medium Term Financial Plan for 2016/17 to 2019/20.

To enable the Chief Constable to provide an effective and efficient police service, the PCC proposed that the precept be increased to £68,322,021 (an increase of 2.47% from 2015/16), which would increase Council Tax by 2% (equivalent to £240.12 per annum, an increase of £4.68 per annum, or 9p per week for a Band D property).

The PCC advised the PCP that following the terror attacks and the Chancellor's Autumn Statement in November 2015, this had signalled a change of direction and the cuts to police funding had not been as large as had previously indicated. This had enabled the PCC to review the proposed precept and instead of recommending an increase of 3.5% to Council Tax, he was able to recommend an increase of 2% and postpone the reduction in the number of PCSO posts for a year.

The Chief Finance Officer also provided the PCP with a presentation, which made Members aware of the effect on Council Tax for 2016/17; the outlook for the medium term and the need to continue making savings, due to ongoing uncertainty; the process behind the proposals within the report, and the wider picture.

The presentation also highlighted the following:

- Police Resource Funding for England and Wales 2016/17 to 2019/20:
  - Count terrorist police grants stay roughly the same size during this period.
  - There was distinct growth in the additional central government transformation and capability funding between 2016/17 to 2019/20.
  - Amounts spent by Commissioners and their Forces.
  - Increases required to come from Council Tax precept over the period.
- Central Allocations (top-slicing):
  - Major projects included: Home Office biometrics and the National police data programme/.
- Changes in assumptions since the previous Medium Term Financial Plan:
  - Previous Medium Term Financial Plan assumed a 4% cash decrease in government grant.
  - Following the Autumn Statement there would be no real term cuts over 4 years.
  - The Home Office assumption was that most Commissioners would increase Council Tax by 2%.
  - No change to formula allocations in 2016/17.
- Proposed Budget for 2016/17:
  - If the PCC wanted to avoid the effect of the cuts altogether, an additional £2.838m in Council Tax would need to be raised, which equated to a 6.22% increase.
  - Commitment to maintain the PCSO establishment at the current level in 2016/17 and an increase of 5 Officer posts during 2016/17.
- Risks
  - Late announcement of 2016-17 settlement.
  - No announcement of 2017-18 settlement and later years.
  - New formula from 2017-18.
  - Delivery of savings in future years.
  - Levels of reserves held by PCCs.

Members of the PCP reviewed the proposals and acknowledged the year on year cuts to the policing budget and commended the PCC for producing a budget that would provide a viable policing service for the forthcoming year.



Mr. Jarvis reminded Members that the legislation asks that they approve or veto the PCC's proposed precept for the financial year of 2016/17, which was the actual financial figure of £68,322,021. Mr. Jarvis explained the distinction between the 2.47% increase in precept and 2% equivalent increase in Council Tax.

**RESOLVED:-**

- (a) That the precept be increased to £68,322,021 for 2016/17.**
  - This is an increase of 2.47% from 2015/16 precept.
  - This will increase Council Tax by 2% - this is equivalent to £240.12 per annum, an increase of £4.68 per annum, or 9p per week for a Band D property.
- (b) The PCP notes that the £2.838m of cuts required for 2016/17 have been identified.**
- (c) The PCP notes that the number of PCSO posts will not reduce in 2016/17.**
- (d) The PCP notes that £1.398m of the cuts will be redeployed to front line posts.**
- (e) That the Medium Term Financial Plan, which includes the following assumptions be noted:**
  - 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, which will take effect in 2016/17 are anticipated to have an effect equivalent to a further 3% grant reduction.

**224. MEDIUM TERM FINANCIAL PLAN**

This item was considered as part of Minute 223 above – Budget and Precept Setting Report 2016/17.

**225. MEETING SCHEDULE 2016/17**

The North Wales Police and Crime Panel was presented with the proposed meeting schedule for 2016/17 as follows:

- 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

The Senior Committee Services Officer requested that the meeting on 13 June 2016 be moved to 20 June 2016 due to a clash of meetings. In addition, the PCP was requested to include an additional meeting for 31 January 2017, in case of veto of the precept.

**RESOLVED-**

**That the meeting scheduled 2016/17 as outlined above be approved, subject to the following amendments:**

- **Move the meeting scheduled for 13 June 2016 to 20 June 2016.**
- **Include an additional meeting for 31 January 2017.**

**226. 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.

The Senior Committee Services Officer would email Members of the PCP requesting scrutiny topics for 2016/17.

**RESOLVED-**

**That the Forward Work Programme be approved.**

**227. DATE OF NEXT MEETING:**

The next meeting of the North Wales Police and Crime Panel was scheduled for Monday, 14 March 2016 @ 2.00 pm.

(The meeting ended at 2.45 pm)

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

Ein Cyf / Our Ref:-WR/MM

23 Chwefror/February 2016

Annwyl Glenys

Dear Glenys

## Gwrandawriad Cadarnhau'r Prif Weithredwr

## Chief Executive Confirmation Hearing

Mae Deddf Diwygio'r Heddlu a Chyfrifoldeb Cymdeithasol 2011 yn nodi, o dan adran 1(9) bod rhaid i'r comisiynydd heddlu a throsedd hysbysu'r Panel Heddlu a Throsedd o bob penodiad arfaethedig gan y comisiynydd o brif weithredwr ar gyfer swyddfa'r comisiynydd.

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

Ysgrifennaf felly i ofyn i'r Panel gynnal gwrandawriad cadarnhau i ystyried fy enwebiad ar gyfer y swydd statudol o brif weithredwr.

I am therefore writing to request that a confirmation hearing be convened for my nomination of chief executive to be considered.

Rwy'n amgáu â'r llythyr hwn adroddiad i'r Panel Heddlu a Throsedd ei ystyried.

Please find attached to this letter a report for the consideration of the Police and Crime Panel.

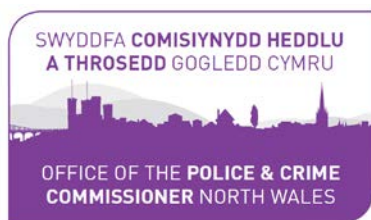
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With kind regards



Winston Roddick CB QC  
Comisiynydd Heddlu a Throsedd / Police and Crime Commissioner

Amg/enc



## OFFICE OF THE POLICE AND CRIME COMMISSIONER NORTH WALES

7<sup>th</sup> March 2016

### Appointment of Chief Executive

#### Report of Police and Crime Commissioner

## 1. INTRODUCTION

- 1.1** The purpose of this report is to notify the Police and Crime Panel (“the Panel”) of the proposed appointment of a chief executive for the Police and Crime Commissioner (“the Commissioner”) in north Wales.

## 2. BACKGROUND

- 2.1** The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Panel to scrutinise senior appointments proposed by the Commissioner. Schedule 1, paragraph 9 (1) of the Act defines senior appointments as the Commissioner’s Chief Executive, Chief Finance Officer and the Deputy Police and Crime Commissioner.
- 2.2** The Commissioner must notify the Panel of the following information:
- 2.2.1** The name of the person he is proposing to appoint;
  - 2.2.2** The criteria used to assess the suitability of the candidate for the appointment;
  - 2.2.3** Why the candidate satisfies those criteria; and
  - 2.2.4** The terms and conditions on which the candidate is to be appointed
- 2.3** Schedule 1, paragraph 10 of the Act states that the Panel must review the proposed appointment and make a report to the Commissioner on the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed. This must be done within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment.
- 2.4** Schedule 1, paragraph 11 of the Act states that the Panel must hold a confirmation hearing before making a report and recommendation to the Commissioner in relation to the proposed appointment.
- 2.5** Schedule 1, paragraph 12 gives the Commissioner the right to accept or reject the Panel’s recommendation and must notify the Panel of his decision.

## 3. ISSUES FOR CONSIDERATION

### **3.1 The name of the person he is proposing to appoint;**

- 3.1.1** The Commissioner is proposing to appoint Stephen Hughes as chief executive.

### **3.2 The criteria used to assess the suitability of the candidate for the appointment;**

- 3.2.1** The criteria used to assess the suitability of the candidate are provided in the post profile set out in Appendix 1.

### **3.3 Why the candidate satisfies those criteria**

- 3.3.1 The selection and appointment process was open and transparent from the outset. The Chair of the Panel was informed on 7<sup>th</sup> December 2015 of the vacancy and that the Commissioner would be advertising the position.
- 3.3.2 The Commissioner provided an explanation to the Panel on 14<sup>th</sup> December 2015 as to the statutory requirement for him to recruit a chief executive and how the vacancy had arisen.
- 3.3.3 An advertisement was placed with newspapers which had coverage over the whole of the policing area, on the Commissioner's website, via the six local authorities in north Wales, Association of Police and Crime Commissioner's Chief Executives and social media.
- 3.3.4 A total of 17 applications were received from a variety of candidates. The shortlisting exercise was carried out by the Commissioner, Deputy Police and Crime Commissioner and a Human Resources Lead from North Wales Police Force. The composition of the Interview Panel was made up with the same officers.
- 3.3.5 Five applicants were invited for an interview on 1<sup>st</sup> and 2<sup>nd</sup> February. Interview questions were asked seeking evidence of the key skills required in the post profile.
- 3.3.6 The candidates' answers were assessed using a basic 0 – 5 scoring mechanism. Candidates were assessed as to whether they met the key elements of the post profile and competencies.
- 3.3.7 Mr Stephen Hughes was the strongest candidate at interview. His skills, experience and enthusiasm made him the ideal candidate for the role of chief executive.
- 3.3.8 Mr Hughes had worked for North Wales Police since 2003, initially as a Partnership Analyst and later as Business Manager. He brings to the role of chief executive considerable experience of policing, analytical skills, community safety and leadership skills. He has shown these skills during the last 12 months as acting chief executive in the commissioner's office.

### **3.4 The terms and conditions on which the candidate is to be appointed**

- 3.4.1 The chief executive will be a member of staff of the Office of the Police and Crime Commissioner; this is a politically restricted post. The post of chief executive is a permanent post attracting a starting salary of £75, 339. The contract of appointment will be based on 37 hours per week although it is acknowledged that as a senior officer the post holder may have to exceed these hours for which no recompense is payable. The post is located at the commissioner's office, Police Headquarters, Colwyn Bay. His terms of appointment are otherwise standard terms for all police staff in accordance with national police staff pay and conditions of service.

## **4. RECOMMENDATIONS**

- 4.1 The Panel are requested to consider the proposed appointment of Mr Hughes and to confirm his appointment.

Appendix 1	Post Profile, Person Specification and Terms and Conditions
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## JOB DESCRIPTION

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<b>Job Title:</b>	<b>Chief Executive and Monitoring Officer</b>
<b>Responsible to:</b>	<b>Police and Crime Commissioner</b>
<b>Team:</b>	<b>Staff of the Office of the Police and Crime Commissioner – 9</b>
<b>Salary:</b>	<b>Point 71 - 74</b>
<b>Hours:</b>	<b>37 hours per week. Due to the nature of the role, the applicant will be required to be flexible in terms of the total number of hours worked each week and their availability. It is expected that a small proportion of duties will take place during evenings and weekends, for which no additional recompense is provided.</b>
<b>Location:</b>	<b>Office of the Police and Crime Commissioner, Police Headquarters, Glan y Don, Colwyn Bay LL29 8AW</b>

### **Job Summary**

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

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### **Key Working Relationships**

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

### **Key Functional, Management and Leadership Responsibilities.**

- To ensure provision of appropriate advice to the Commissioner
- To lead the continued development and delivery of the OPCC activities and operations.
- To provide clear and visible leadership to the staff of the OPCC including overall responsibility for their on-going development and training, and work directly to the PCC in relation to personal objectives and development.

- To ensure that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does.
- In conjunction with the Chief Finance Officer, to ensure propriety in the conduct of the Commissioner's business including making proper arrangements for tendering procedures and the letting of contracts.
- To carry out the duties of Chief Executive appointed under Police Reform & Social Responsibility Act 2011 so as to enable and assist the OPCC to fulfil all its functions effectively and efficiently.
- To carry out the statutory duties and responsibilities of the Head of the Paid Service and the Monitoring Officer.

### **Strategy and Resource Planning**

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

### **Commissioning & Service Delivery**

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

### **Engagement and Information**

- To deliver, review and improve performance against the Information strategy in the areas of communication, consultation and engagement.
- To ensure that effective strategic needs assessments are undertaken which demonstrate the understanding of the communities served, enabling effective budget alignment and prioritisation.

- To distil and disseminate relevant information and advice to the OPCC enabling it to challenge where appropriate the Force's strategic and financial performance.
- To support the OPCC in raising its profile and communicating its values, strategies, achievements and views.
- To represent and promote the interests of the OPCC by developing and maintaining effective strategic partnerships with relevant public and private sector/voluntary organisations in the local community and at national and regional associations.
- To develop and implement effective two-way community engagement with all sections of the community.

### **Scrutiny & Performance**

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

## **PERSON SPECIFICATION**

### **Education/Training**

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

### **Skills/Competency/Knowledge**

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



- Ability to work under pressure
- An understanding of and respect for the democratic process and how non-executive bodies operate
- An ability in effective media handling ensuring public confidence
- To have advanced knowledge of Microsoft office applications and an understanding of the web including social media
- The ability to speak Welsh is a requirement of the post
- Must hold a full UK driving licence

### **Experience/Track Record**

- Proven experience at a senior management level
- Proven track record of managing change successfully and delivering improved performance
- Ability to oversee and monitor effectively office timelines, especially those relating to handling complaints about the chief constable as and when they occur
- Ability to assume overall responsibility for the values of the office of the police and crime commissioner
- Ensuring that all business processes are up to date and fit for purpose, and that continuous improvement is embedded in the office approach
- Proactive commitment to fairness and diversity and to high standards of professional conduct
- Record of effective partnership working, influence and delivery
- Experience of financial management at a strategic level together with successful budgetary management
- Experience of and direct involvement in corporate level policy / strategy development
- Record of translating long-term strategic ambitions into action plans and effectively manage implementation of these plans, revising and changing as necessary
- Willing and able to work outside office hours when necessary
- Relish the challenge of change, development and improvement
- Has a robust yet diplomatic style, which is capable of building consensus and lasting relationships, bringing appropriate levels of gravitas to the appointment

### **Key Behaviours**

The competencies to be measured are listed below.

#### **Leadership / Management**

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

#### **Strategic Perspective**

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

#### **Decisiveness and Accountability**

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

#### **Communication**

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

**Negotiating and Influencing**

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

### **Update for the Police and Crime Panel**

**7<sup>th</sup> of March 2016**

***Winston Roddick CB QC, Police and Crime Commissioner, North Wales***

This is my report to the Panel for the period 1<sup>st</sup> November 2015 to the end of January 2016. It is not concerned with the specific statutory reporting requirements with regard to the precept, appointments to my office, the revisions to my police and crime plan, or my annual report. It is concerned primarily with the panel's broader function under section 28 (6) of the Police Reform and Social Responsibility Act 2011 (the Act) to review or scrutinise decisions made or other actions taken by me as the Police and Crime Commissioner (the Commissioner) for North Wales and to make reports and recommendations to me as Commissioner in that regard. Also, pursuant to section 13 (1) of the Act, it provides the panel with the information which the panel reasonably requires of the Commissioner for carrying out its functions (the specific requests).

### **Section One: My scrutiny of North Wales Police**

The purpose of this section of my report is to demonstrate how I have been fulfilling my principal function of scrutinising North Wales Police. I do that by measuring the force's performance of the four objectives of my plan against the measures set out. The principal medium through which I carry out that function is the Strategic Executive Board (SEB) which I chair and on which the chief constable and his senior officers sit.

As explained in earlier reports prior to each meeting of SEB, the chief constable provides me with crime statistics and other information including graphs, tables and charts (of the kind shown below) and it is by reference to these statistics and the trends they might reveal and the measures I mentioned earlier that I scrutinise the performance.

This report concentrates on the force's performance against the measures of my 2015/16 plan (which was published in April 2015).

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. My third revision of my Police and Crime Plan will be published in April 2016. Its purpose is to ensure that the plan and its objectives continue to reflect the priorities of the people of North Wales.

### **Police and Crime Objective 1: Prevent crime**

There are now six measures by which performance against this objective is measured. They are

1. The level of total crime,
2. The level of victim based crime,
3. The level of resolved crime by type,
4. The level of recorded anti-social behaviour (ASB),
5. The level of domestic burglary,
6. The number of active Special Constabulary officers, volunteers and cadets.

The measures are not performance targets. Their purpose is to assist me in my questioning of the performance figures and to make plain the principal matters I will take into account in making that assessment. The information presented below is to enable panel members not to scrutinise the performance of the force but to demonstrate my scrutiny of this particular objective.

The charts below, which were produced by the chief constable, show the number of all crime recorded and victim based crime recorded every 3 months since April 2010:

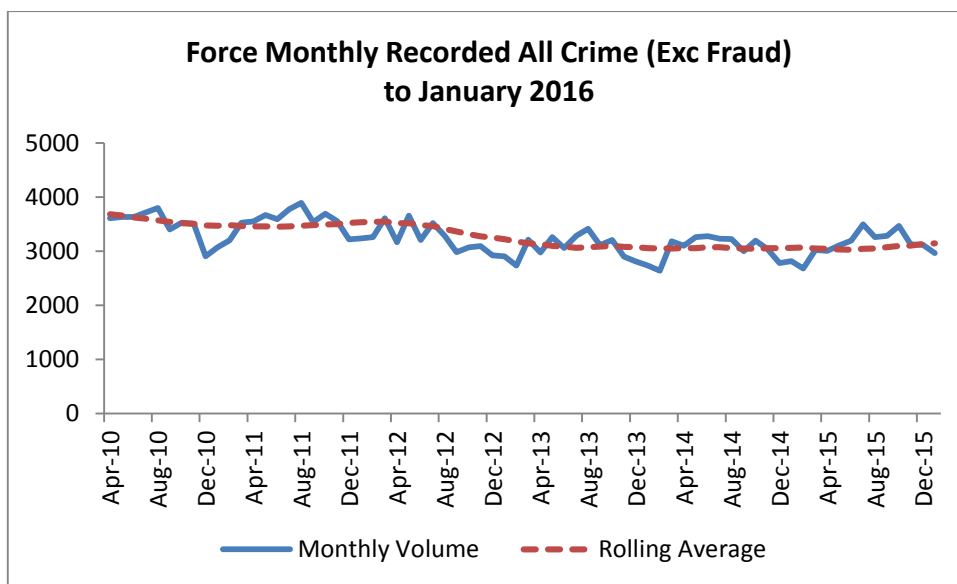


Figure 1: Monthly recorded all crime to January 2016 (source: North Wales Police)

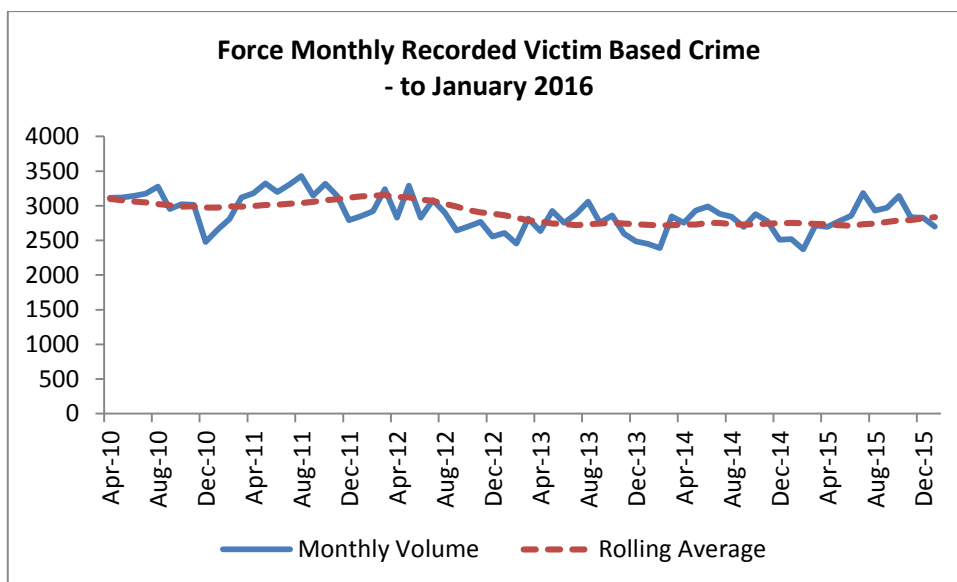


Figure 2: Monthly recorded victim based crime to January 2016 (source: North Wales Police)

The week 1 to 42 figures (1<sup>st</sup> April 2015- 4<sup>th</sup> January 2016) show recorded overall crime has increased by 3.3% compared with the same period last year and victim based crime has increased by 3.7%. I understand that the increase in victim based crime is being driven by increases in the high volume areas of violence and criminal damage. The Panel will recall my update at the last meeting concerning the increase in violence being partly attributable to changes in crime recording

processes. Violent crime also includes domestic violence and reflects greater confidence amongst victims to come forward and report domestic crimes.

Reductions in acquisitive crime continue with a 7.5% reduction in domestic burglary, a 10.8% reduction in non-domestic burglary. Shoplifting remains reduced by 6.8% with other acquisitive crime down by 7.2%.

The force's operational activity has been focused on minimising harm during the Christmas and New Year period. Reducing alcohol fuelled violence on our streets has been targeted with detailed plans having been developed with our partners, which have included the use of welfare centres, street pastors, taxi marshals and other voluntary organisations. Specific operations were developed across all areas looking at licensed premises enforcement activity including the deployment of passive drugs dogs.

A key component of the plans was the provision of a dedicated response to domestic violence on key nights with the aim of maximising the opportunity to safeguard the victim whilst taking enforcement action against the perpetrators. .

To discourage theft, predictive patrols took place at retail premises across north Wales which assisted in providing police visibility at our town centres. Underpinning this activity was a coordinated partnership media campaign.

Over my full term, total crime has reduced by 11.7% (42,586 crimes were recorded in 2011/12 and 37,607 have been recorded over the last rolling 12 months) and victim based crime has reduced by 10.5%.

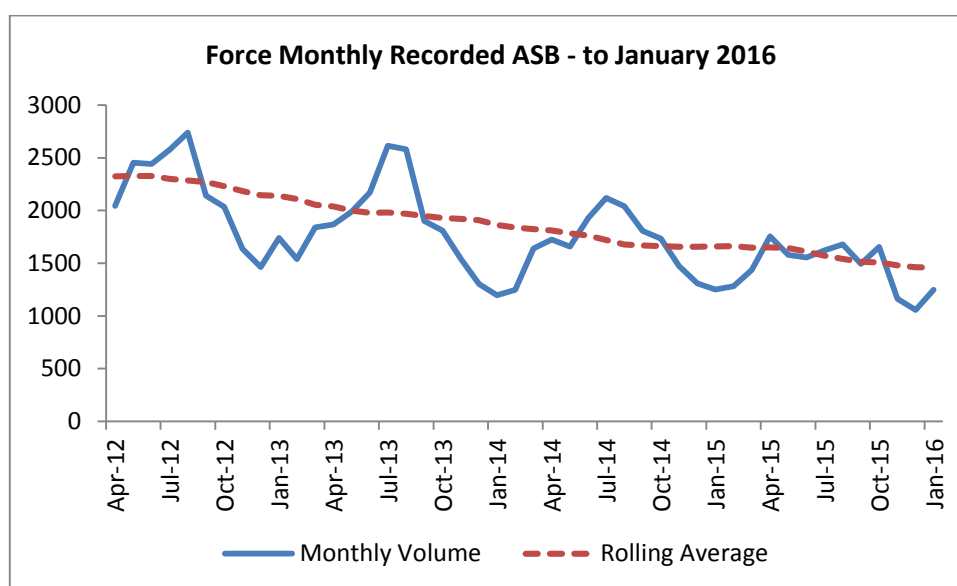


Figure 3: Quarterly recorded ASB to January 2016 (source: North Wales Police)

Anti-Social Behaviour levels are still significantly low especially given the recent festive period. As a result there has been an absence of any seasonal effect this year. Plans to provide high visibility and reassurance for Christmas light switch-on events and key dates in December were delivered. This has resulted in an overall year on year reduction of 13.2%.

The Think Safe Drink Safe multi-agency campaign was launched with the aim of reducing the amount of alcohol consumed by party-goers.

There are several ASB related operations ongoing. The aims of these operations are to:

- Reduce ASB and Crime in the hotspot areas identified;
- Catch and convict those responsible;
- Issue dispersal notices for any persons causing disorder;
- Gather intelligence and
- Provide re-assurance to the public.

ASB victim satisfaction with the whole experience sits at 77.0% after nearly a full year of surveys.

### **Special Constables:**

There has been a significant increase in the numbers of special constables over the past year. At the beginning of the financial year there were 115 Specials in place, today there are 174, with a further 17 recruits joining before the end of March.

The Force's objective is to have 300 Special Constables in place by the end of 2017/18 and it is currently on target to achieve these ambitious plans.

Over the Christmas period the special constabulary played a key part in supporting local policing, most notably supporting the force's night time economy initiatives and the drink drive campaign. On some of the key nights, in excess of 50 special constables were deployed in support of police officers.

On Boxing Day evening, seven specials attended to support police officers with the extensive flooding in the Beaumaris area, and played a vital part in safeguarding and securing residents who were at potential risk due to rising flood waters.

In March 2016, 11 Special Constables, who are undertaking their second year in Foundation in Policing Studies, will undertake a pilot scheme under which they will work alongside their regular colleagues for a 10 week period. This will see them work with patrol, community safety, custody and roads policing officers, working full shifts. This will give those 'Speci' the opportunity to develop their skills further, and give them the opportunity to better understand the role of the police constable..

### **Police Support Volunteers:**

There are currently 75 police support volunteers with a further 16 currently within the recruitment process, awaiting interview, vetting etc. The volunteers work across very varied roles. Recently, recruitment has slowed down slightly but this is not unusual in volunteer recruitment.

The police support volunteer website redevelopment has been completed, but the content will continue to grow and develop, for example there will be a new "meet the volunteer" section.

There are more roles that have been developed and are going through Force processes before they are approved. Updates on these will be provided once they have had approval and can be rolled out.

The Force has now begun its first Community Speed Watch Programme covering Abermorddu and Caergwrle with two further groups in the process of being established. This programme seeks to train members of the public to undertake their own speed checks in areas which have identified speeding concerns, with follow up letters being sent to drivers. This approach has been successful in other areas.

## Cadets:

As the Panel was informed at its meeting in December, a total of 60 cadets have now joined North Wales Police following a very well attended induction evening on the 30<sup>th</sup> September. The cadets have already commenced a two year (nationally agreed) programme of learning. The force is beginning the process of identifying leaders for its new intake of cadets later in the year.

The cadet units were set up in August and September 2105 in Bangor, Rhyl and Deeside.

The cadets have been used in various community engagement events such as Remembrance Day parades; a royal visit; school fun days and a Christmas safety campaign at Bangor University.

## Police and Crime Objective 2: Deliver an effective response

The four measures of this objective as set out in my plan are: (1) the average response times of attendance at police emergencies; (2) the amount of non-emergency calls classified as 'abandoned calls'; (3) the savings target for 2015/16 being achieved; and (4) feedback received through victims' surveys (in particular satisfaction levels).

The average response time continues to be stable at 14.7 minutes.

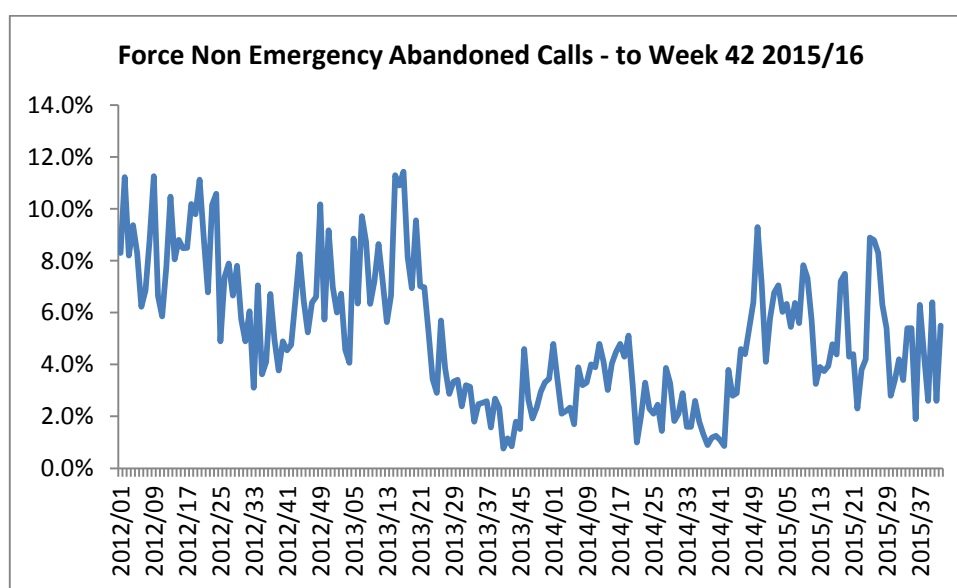


Figure 4: Weekly non-emergency calls abandonment rate to week 42 (source: North Wales Police)

The abandonment rate for non-emergency calls is routinely subject to scrutiny, and currently stands at around 5.0%, which is a 0.5 percentage point decrease on the 5.5% which was reported to the Panel in December, but is still a 2.2% increase year on year.

The Deputy Police and Crime Commissioner wrote to all members of the Panel on the 14th October 2015 to provide a written summary of the points I made at the 21st September Panel meeting regarding abandoned non-emergency calls.

The Force Control Centre and Local Policing continue to work together to influence the reduction in repeat nuisance callers. A trial continues in Wrexham with appointments being made by front counter staff to free more capacity in the control room.

As I have mentioned to the Panel previously, I understand that the increase in the abandonment rate could be attributed to changes to the staffing model in the control room. I feel that it is imperative that I point out to the Police and Crime Panel at this point that the changes to the staffing model in the control room were made as a result of the need to make significant financial savings and although plans have been put in place to mitigate this change in staffing, I have to accept that such changes will ultimately lead to some statistical changes, such as a slight increase in the abandonment rate. As I stated in the latest revision of my police and crime plan, success of the 101 system cannot be measured only on the speed in which the calls are answered but also the effectiveness of that initial contact.

The Force is currently promoting alternative means of contact and webchat user numbers continue to increase, as does usage of the online reporting tool.

In relation to quality of service, victim satisfaction shows continuous improvement with most areas displaying increases in satisfaction. Follow up, with its increased emphasis, has produced a significant increase of 6.4 percentage points (to 78.5%), and whole experience satisfaction has seen a significant increase of 3.8 percentage points to 83.5%. Ease of Contact satisfaction remains over 95%.

Burglary dwelling victim satisfaction is also showing improvements, significantly so for follow up, with an improvement of 12.7 percentage points, taking it up to 87.8%.

### **Police and Crime Objective 3: Reduce harm and the risk of harm**

My 2015/16 plan has four measures for determining the effectiveness of the force's performance of this objective. They are: the number of people killed or seriously injured (KSI) in road traffic collisions, the level of repeat offending (including high risk repeat offenders of domestic violence), the number of arrests and prosecutions of child sexual exploitation perpetrators, and the number of indecent images of children cases prosecuted.

KSI casualties numbers this year to date (to November 2015) have seen a drop of 25.5%, down from 306 to 228. This reduction is experienced across all casualty types (young drivers, motorcyclists, cyclists and older drivers etc).

Over the last four years, there has been a 17.0% reduction in KSI casualties.

In support of the national drink driving campaign, dedicated operations have taken place to deter people from driving whilst under the influence of alcohol and other illicit drugs. The Christmas drink/drug drive campaign, operated mostly by the Roads Policing Unit, was launched on the 1<sup>st</sup> December. Over the period of its operation, there were 8894 breath tests carried out resulting in 82 drink drive arrests (0.9% of those tested) and 35 drug drive arrests. Special Constables were utilized for over 400 breath tests, mostly in Conwy and Denbighshire.

Pedal cycle KSI casualties continue to decline with a reduction of 26.7% down from 45 to 33.



Pedestrian KSI casualties have seen a 28.3% reduction, down from 46 to 33.

Motorcycle KSIs have also reduced by 30.1%, down from 83 to 58, partly due to the operational response.

Analysis has been conducted locally around the issue of young people drink driving. Further work to understand the issues around this age group and the identification of trends to allow focused targeting of areas and offenders continues.

I have also undertaken a specific piece of scrutiny work to better understand the criteria adopted locally when deploying the Go Safe vans, a topic which is regularly raised with me by members of the public. A report was prepared by my office in this regard and was shared with the Force at the end of November, and the Deputy Police and Crime Commissioner met with a representative from the Force in January to discuss the report.. Two residual points were then considered at my Strategic Executive Board on the 2<sup>nd</sup> February. One of the points considered was whether or not the criterion 'enforcement of the speed limit is believed to be justified, fair and proportionate' is applied by the Force when considering a community concern site (a site which has been identified by members of the public as a location whereby drivers regularly drive over the speed limit and a speed survey conducted by the force has confirmed such concerns). The force confirmed that this criterion is indeed applied.

In relation to child sexual exploitation (CSE), there have been 107 arrests of perpetrators this year to date. This is a significant increase on the 10 arrests for the whole of last year. CSE related arrests have risen significantly year to date due to increased operational activity and resources that have been targeted proactively towards CSE and the improved identification and recording mechanisms.

The number of indecent images of children cases detected has increased by 189% year on year (up from 54 to 156).

The Regional Safeguarding Children's Board (RSCB) has been tasked to assist in the gathering data regarding the prevalence of CSE across Wales. This is following a request from the Children's Commissioner for Wales. An Executive CSE is soon to be established under the auspices of the RSCB to assist in coordinating this work, and with a view to delivering against an associated CSE action plan.

CSE training is in the process of being given to all licensed taxi drivers in north Wales.

The Welsh Crisis Care Concordat was launched in December and will be delivered through the Criminal Justice Mental Health Group for North Wales. A delivery plan is currently being formulated by NWP/BCUHB.

The Wrexham Street Triage pilot commenced in December and will soon be functioning each evening over weekends.

Over Christmas, mental health practitioners attended the Force Control Centre on three key dates. This was well received from both BCUHB and NWP, and the value of such partnership working was highlighted. Any learning and broader application for North Wales is being kept under close review.

## **Police and Crime Objective 4: Build effective partnerships**

Panel members will recall that in my most recent revision of the police and crime plan, this objective became my principal police and crime objective and measures were identified.

At page 9 below, panel members will see that I undertake a large number of activities with my partners and the local community. In addition to those listed below, some of the partnership activities I have undertaken recently include:

Monitoring the progress of the North Wales Victim Help Centre (the demand for this pioneering centre to help victims of crime in North Wales has exceeded all expectations. The Centre received more than 4,300 calls during the first 3 months it was operational); working with partners to address the number of mental health section 136 detentions; scrutinising the use of out of court disposals with my partners; scrutinising Rape cases which have been classified as 'No Further Action' with my partners; scrutinising the attrition rate in respect of serious sexual offences with my partners; and carrying out further work on our Children Affected by Parental Imprisonment Project including delivering a key note speech on the Project at a Conference hosted by Barnardo's Cymru in St Asaph.

## **Crime and Policing in your area**

The home office web site <http://www.police.uk> provides statistical information on crime and anti-social behaviour incidents which is post-code specific.

## **Section Two: General Updates**

In this section I provide the panel with a brief summary of the main things I have been doing since the last meeting of the panel.

## **Revision of the police and crime plan**

The Third Revision of my Police and Crime Plan was presented to the Police and Crime Panel on the 25<sup>th</sup> January 2016 and unanimously accepted. The 2016/17 Plan will be published in April 2016.

My Police and Crime Priorities will remain largely the same albeit their wording has been changed slightly and the "working together in effective partnerships" priority will support the delivery of my other three priorities, preventing crime and anti social behaviour, delivering an effective response and reducing harm and the risk of harm.

## **Engagement and Communication**

Part of my role is to provide information and to enable the community to engage with policing.

Since the last meeting of the panel, I have undertaken several activities to raise awareness of my role and to provide the communities of North Wales with the opportunity to have their say about crime and policing.

Whilst consulting on my revised Police and Crime Plan, 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.

The meetings referred to below are in addition to the daily engagement which I have with officers from North Wales Police and are a few highlights from recent months:

In November I attended a meeting with the Youth Justice Board, a ministerial meeting with the other Welsh Police and Crime Commissioners in Cardiff, met with staff of the Association of the Police and Crime Commissioners, and attended a meeting about Law Enforcement Capabilities at New Scotland Yard. I also met with representatives from the Bangsamaro Community Policing Project who had travelled from the Philippines to learn about community policing in north Wales, attended a welcome event for new PCSOs, met with Chief Executives of the Voluntary Councils, and was a guest speaker at a Llandudno Friendship Link meeting. I met the editor of the Daily Post, took part in a televised interview on S4C's Y Sgwrs, and attended the visit of TRH The Duke and Duchess of Cambridge to GISDA in Caernarfon. I also met with the Police and Crime Commissioner of Dyfed Powys to discuss Go Safe, attended the Police Bravery Awards and North Wales Police's Force Awards in addition to attending the launch on the new Alcohol Treatment Centre and Christmas Drink Drive Campaign in Wrexham, and attending the APCC/NPCC Joint Conference in Manchester.

In December I spoke about my role and responsibilities at a meeting of the Conwy Partnerships Overview and Scrutiny Committee, attended the North Wales Local Criminal Justice Board's meeting, met with Mary Callam, the Director General of the Home Office's Crime and Policing Group, and attended the training day organised for the new Legally Qualified Chairs. I also attended the Police Reform Summit, a Transforming Youth Justice Conference and held a consultation event for third sector organisations. I also undertook a walkabout with police officers in Connah's Quay, and visited the Isallt Project in Llandudno.

In January I met with councillors from Wrexham, attended an APCC Board meeting and a General Meeting, attended a meeting of the North Wales Safer Communities Board, the North Wales Police and Crime Panel, and an All Wales Policing Group meeting. I also attended an event to present the Participatory Budget Scheme winners with their cheques, and was a guest speaker at an Unllais Cymru meeting in Chirk. Towards the end of the month I also met with community councillors from Caia Park, Wrexham, to discuss recent incidents in the area.

Since the last meeting of the panel, in addition to meeting with community representatives, partners and members of the public, I have undertaken several key media activities. These have included:

**[Helping Victims of Crime Makes Me Proud](#)**

**[No more police cuts a victory for common sense says crime chief](#)**

## Bells ring time on purse thefts

## Police boss hails new law

## Crackdown on anti-social behaviour

## Cost of policing goes up by just 9p a week

### **The Deputy Police and Crime Commissioner, Julian Sandham**

The panel asked to be informed about the work of the deputy commissioner. He is fully and very effectively committed to my very demanding work programme, as is detailed below:

The deputy commissioner's commitments since the Police and Crime Panel meeting in December 2015 have included the following scrutiny activities:

- Presented results of our scrutiny work on GoSafe to the Strategic Executive Board.
- Attended various meetings relating to Police Innovation Fund bids.
- Attended All Wales Policing Group meeting in Llandrindod Wells;
- Visited the Victim Help Centre, St Asaph;
- Quarterly meeting with Deputy Chief Constable and Superintendent, Professional Standards department.
- Attended meeting of Force's Strategic Planning Board.
- Attended half-yearly meeting with Independent Police Complaints Commission, (IPCC), Cardiff.
- Chaired meeting of the North Wales Community Justice Integrated Services Board.
- Attended two North West Forensic Collaboration panel meetings.
- Briefing from Force re the efficiency review.
- Briefing from the Force re mobile data project work.
- Chaired Victim Help Centre Governance Board.
- Attended and observed two gold meetings of the Pitchford Undercover Policing Inquiry.

His commitments have also included the following community engagement activities:

- Attended meeting of Llandudno Friendship Link, Craig y Don.
- Meeting with Regional Delivery Manager for Wales, Citizens Advice Bureau, (CAB).
- Attended and gave speech at AGM of North Wales Regional Equality Network, (NWREN).
- Attended Police Federation Community Service Awards Dinner.
- Attended meeting with Mr Wayne Crocker, Director, Mencap Cymru, to discuss Keep Safe Cymru card.
- Attended Force Awards evening and presented PCSO 2896 Andrea Ellis with PCSO of the year award.
- Attended meeting of Crime and Disorder Overview and Scrutiny Committee, Flintshire County Council.
- Attended launch of 'Think Safe Drink Safe' campaign and Alcohol Treatment Centre, Wrexham.
- Presented 'Best Pub' award at Conwy Best Bar None Awards Ceremony 2015, held at Coleg Llandrillo.

- Attended meeting of Conwy/Denbighshire Local Service Board.
- Presented information at consultation events held to discuss the revision of the police and crime plan and financial planning round at: Llangefni, Prestatyn, Bangor, Connah's Quay, Abergele, Denbigh, Llandudno, Mold, Wrexham, Ruabon and Dolgellau.
- Community engagement visit to Connah's Quay and opening of police post at Broughton Shopping Park.
- Presented information at consultation event held to discuss the revision of the police and crime plan and financial planning round with third sector.
- Community engagement visit to 'drop-in shop' crime prevention unit, Victoria shopping centre, Llandudno.
- Meeting with Cllr Mark Pritchard (Leader), Cllr Hugh Jones, Cllr I. David Bithel, Councillor Steve Wilson, Community Councillor Brenda Roberts to discuss community safety issues, Wrexham.
- Formally opened the Neighbourhood Watch Steering Group Roadshow.
- Attended PACT / participatory budget fund awards.
- Meeting with chair and clerk of Caia Park Community Council, Wrexham.
- Attended reception at the invitation of Cllr. Dr. Sibani Roy - Colwyn Bay Town Council - reception in honour of Ms Fardousi Sharhriar.
- Attended and addressed meeting of UN LLAIS Cymru,(Flintshire and Wrexham), Chirk.

## **Commissioning**

I continue to monitor the projects/services which have been allocated funding to ensure they are delivering value for money for the public of North Wales, and that they support delivery of my Police and Crime Plan. I can assure the panel that a process is in place to redistribute the funding as and when required.

All Community Safety Partnerships have been informed that the funding for 2016-17 remains the same, together with the three priorities which are domestic abuse, anti-social behaviour and target hardening. All commissioning which has been undertaken during 2015-16 has been performing well.

Commissioning budgets for 2016/17 have now been confirmed by the Ministry of Justice. The latest revision of my police and crime plan identified the same priorities therefore I will continue to commission the IDVA and ISVA service for 2016/17 and secure this vital support for the victims of these serious offences.

## **Participatory Budget:**

As the Panel is aware the highly successful participatory budgeting scheme took place again in 2015.

The total amount of funding which was available to community groups was £42,000 and was specifically for projects that tackle anti-social behaviour and combat crime and disorder. The scheme was jointly funded by money recovered through the Proceeds of Crime Act and the Commissioner's Fund.

The 2015 Scheme was launched on the 10th August 2015 and community groups across North Wales had until the 2<sup>nd</sup> October 2015 to bid for funding. 32 projects went forward to the public vote and

almost 7,000 members of the public across north Wales cast their vote for their preferred winners. A cheque presentation was held on the 26th January in Police Headquarters, Colwyn Bay.

Details of the successful projects can be found on my website.

## **Joint Audit Committee**

The Joint Audit Committee has continued its work during 2015/16. It comprises 5 independent members whose purpose is to provide assurance to the Commissioner and the Chief Constable as to the adequacy of the governance arrangements for the Office of the Police and Crime Commissioner and the force.

The Committee meets a minimum of 4 times per year, and these meetings are public. Most meetings have also included a briefing session to provide the committee with further information on a number of topics including: risk management; HMIC; estates; and treasury management. Future sessions planned include: the Local Government Pension Scheme; energy and the environment; and faster closure of the accounts. In addition, training is held on an all-Wales basis every October, provided by CIPFA.

Further information about the membership and work of the Joint Audit Committee can be found on my website.

## **HMIC Update**

On 8<sup>th</sup> February 2016 HMIC published the latest PEEL (Police Effectiveness, Efficiency and Legitimacy) inspection report for North Wales Police. This particular report focussed on Legitimacy.

Overall, this is a very positive report which shows the force is on the right track and is providing an effective, ethical and fair police service. I was particularly pleased to note the force has a good understanding of our communities and that they are committed to providing a service to the victims of crime whose interests are also at the heart of my Police and Crime Plan for North Wales.

Recent surveys have shown that public confidence in North Wales Police is soaring and the findings of this report demonstrate their confidence is well placed. There is nothing better than independent evidence of quality. This report does not mean there is no room for improvements; of course there is and I will be working with the chief constable to make sure they are made.

## **Collaboration**

At a meeting on 8<sup>th</sup> January 2016 the police and crime commissioners and chief constables of North Wales Police, Merseyside Police and Cheshire Constabulary agreed an outline business case for a tri-force forensic model. A full business case will now be developed for the agreement of commissioners and chiefs at the next meeting in March 2016.

## Correspondence

Correspondence figures from 1st November 2015 to 30th January 2016

<b><i>Category of Correspondence</i></b>	<b><i>Number</i></b>
Specific Feedback regarding the policing service	10
General Feedback regarding the policing service	0
Complaints referred to Professional Standards Department	41
Staffing issues (this may include arrangements for misconduct panels, police appeals tribunals, correspondence from staff associations and other relevant matters)	48
General correspondence	184

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

<b>Title:</b>	<b>Update on the 2015/16 Budget (as at 31 December 2015)</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 7 March 2016</b>
<b>Author:</b>	<b>Kate Jackson, Chief Finance Officer</b>

#### **1. Introduction**

- 1.1 The aim of this paper is provide members of the panel an update of the policing budget for North Wales as at 31 December 2015 (month 9).

#### **2. Recommendations**

- 2.1 To note the report.

#### **3. Update on the 2015/16 budget**

- 3.1 The net budget for the Police and Crime Commissioner for North Wales was approved by the Police and Crime Panel on 19 January 2015 at £139.836m. As at 31 December 2015, the total projection to the end of the year is a net £0.752m underspend.

- 3.2 There are a number of changes to the budget since the last monitoring report. In particular, £1.5m is projected to be drawn from the Management of Change reserve to fund voluntary redundancies; and £0.5m to be drawn from the Estate Maintenance and Security Reserve to fund security works. The amounts have been vired to the relevant budget heading to enable the underlying position to be seen easily. This has been balanced by a corresponding change in the planned movement in reserves.

- 3.3 With the exception of the above items, expenditure is projected to be broadly in line with the budget. However, this consists of a number of projected over and underspends. The most significant of these are:

- Employees – projected underspend £0.032m. (£0.321m at 30 September)  
Although the overall variance here is not significant, the variance has moved significantly, and there are large variances within this section. The most significant of these are:
  - Police Officer Pay £0.808m overspend – The increase in the projection is a combination of the final calculation of the pay award, which has been applied, and the actual number of officers being slightly higher than estimated. This overspend can be met from the Probationer Reserve if necessary.
  - Police Staff Pay £0.702m underspend – further vacancies have arisen since the previous monitoring was produced.
  - Other employee costs £0.138m underspend – the cost of employers and public liability claims is included within this budget. There has been a reduction in activity compared to previous years.
- Premises costs – projected underspend £0.275m



- Energy costs are lower than budget due to the combined effect of lower usage and lower unit costs.
- Transport – projected underspend £0.460m
  - The bulk of this relates to fuel costs, which are increasing, but not at the rate anticipated when the budget was set.
- Supplies and Services – projected overspend £0.667m
  - The equipment budget is currently projected to overspend by £0.085m (previously £0.283m). As anticipated, the overspend has reduced.
  - IT & Communications £0.664m overspend. The refund from the mobile phone provider has been agreed at £0.424m. The additional reduction in the overspend relates to reductions in the costs of some smaller contracts (£0.120m); delayed replacement of equipment (£0.085m) and borrowing costs which will not be incurred this financial year (£0.113m)
- Income – projected additional income £0.652m
  - The bulk of the additional income relates to police led prosecutions. Where the police lead a prosecution and costs are awarded, the police receive the costs as income. There is an associated cost, but this can be funded from the additional income. This is being assessed to calculate how much of this is sustainable, and can therefore be incorporated into future years' budgets.

3.4 At the current time, capital charges, contingencies and the community safety fund are projected at budget.

3.5 A summary of the budgets and projections is given below.

	Original Budget £'000	Budget 31 December 2015 £'000	Actual 31 December 2015 £'000	Projection to Year End £'000	Projected Variance £'000
<b>Expenditure</b>					
Employees	119,951	122,519	89,889	122,487	(32)
Premises	8,051	8,559	5,937	8,284	(275)
Transport	5,133	5,133	3,139	4,673	(460)
Supplies and Services	19,742	20,072	15,590	20,739	667
Debt Charges and Contributions to Capital	1,504	1,504	112	1,504	-
Contingencies	800	182	600	182	-
Community Safety Fund	1,166	1,166	45	1,166	-
<b>Total Expenditure</b>	<b>156,347</b>	<b>159,135</b>	<b>115,312</b>	<b>159,035</b>	<b>(100)</b>
<b>Income</b>	<b>(16,598)</b>	<b>(17,385)</b>	<b>(10,997)</b>	<b>(18,037)</b>	<b>(652)</b>
<b>Movement in reserves</b>	<b>87</b>	<b>(1,914)</b>	<b>-</b>	<b>(1,914)</b>	<b>-</b>
<b>Total Net Expenditure</b>	<b>139,836</b>	<b>139,836</b>	<b>104,315</b>	<b>139,084</b>	<b>(752)</b>
<b>Funding</b>					
Grants	(73,162)	(73,162)	(55,277)	(73,162)	-
Precept	(66,674)	(66,674)	(50,005)	(66,674)	-

<b>Total Funding</b>	<b>(139,836)</b>	<b>(139,836)</b>	<b>(105,282)</b>	<b>(139,836)</b>	<b>-</b>
<b>Net underspend</b>					<b>(752)</b>

3.6 Included in the above is income and expenditure related to the Victims' Services grant from the Ministry of Justice. £770,773 has been allocated to the North Wales Police and Crime Commissioner. £747,972 has been committed for the commissioning of victims' services, with the remainder contributing to our associated costs. £393,391 was spent as at 31 December 2015. Commissioned services include: the Victims' Help Centre, IDVA, ISVA and Get Safe Online.

#### **4. Capital**

4.1 The original capital programme for 2015/16 is £17.738m as per the previous Medium Term Financial Plan but when amounts brought forward from 2014/15 were taken into account, this increased to £19.138m; however, after re-profiling as part of the process to set the budgets for 2016/17, the revised budget for 2015/16 is now £8,191

4.2 A large proportion of the capital budget for 2015/16 has been allocated to two major estates projects:

- Wrexham Project - £2.300m (total budget £16.8m including previous years)
- Llandudno Development - £0.600m (total budget £2.750m including previous years)
- The Pwllheli Relocation Project is currently on hold, as concerns were raised over the suitability of the chosen site.

4.3 The new national vehicle purchase framework was finalised in September, and it is expected that the programme will be completed by the end of the financial year.

4.4 The majority of the Information Technology and Communication projects are in the design and commissioning stage.

4.5 A summary of the capital budgets is shown below:

	2015/16 Original Budget	2015/16 Revised Budget	2015/16 expenditure to 31 December 2015  £'000	2016/17 Budget (per MTFP)  £'000
Estates Programme	11,693	3,742	1,029	6,510
Vehicles and Equipment	1,500	2,602	1,629	1,500
Information Technology and Communication Equipment	4,545	1,847	466	300
<b>Total Capital Expenditure</b>	<b>17,738</b>	<b>8,191</b>	<b>3,124</b>	<b>8,310</b>

## 5 Implications

Diversity	No separate diversity implications
Financial	<p>The purpose of this report is inform the Police and Crime Panel of the revenue and capital monitoring position as at the end of December 2015.</p> <p>Adequate funding is vital to the delivery of the police and crime plan and to fulfil our legal requirements</p>
Legal	No separate legal implications
Risk	No separate risk implications
Police and Crime Plan	No separate police and crime implications.