

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



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

Monday, 12 December 2016 at 2.00 pm  
Council Chamber, Bodlonddeb, 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 - 13)  
To approve and sign as a correct record minutes of the previous meetings.
5. **Announcements by the Chair**
6. **To consider reports by the North Wales Police and Crime Commissioner:**
  - a) Periodic Update by the North Wales Police and Crime Commissioner (Pages 14 - 22)
  - b) Update on the 2016/17 Budget (as at 30 September 2016) (Pages 23 - 27)

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

- a) To consider the Forward Work Programme for the North Wales Police and Crime Panel (Pages 28 - 29)

**8. Date of Next Meeting:**

Monday, 23 January 2017 @ 2.00pm

**Membership of Panel**

Cllr Brian Blakeley  
Cllr Glenys Diskin  
Cllr Philip C. Evans J.P.  
Cllr David Griffiths  
Cllr Julie Fallon (Chair)  
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

Pat Astbury (Vice-Chair)  
Matthew Forbes  
William John Williams

Co-opted Independent Member  
Co-opted Independent Member  
Co-opted Independent Member

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**NORTH WALES POLICE AND CRIME PANEL**

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Monday, 31 October 2016 at 2.00 pm  
Council Chamber, Bodlondeb, Conwy

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Present: Councillor Julie Fallon (Chair)

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

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

Also in Attendance: Ann Griffiths (Deputy Police and Crime Commissioner),  
Stephen Hughes (Chief Executive, Office of the Police and  
Crime Commissioner), Kate Jackson (Chief Finance Officer,  
Office of the Police and Crime Commissioner), Arfon Jones  
(Police and Crime Commissioner) and Chief Constable Mark  
Polin (North Wales Police)

20. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Glenys Diskin and Wil Hughes.

21. **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.

22. **URGENT MATTERS**

None.

23. **CO-OPTED INDEPENDENT MEMBERS**

The Lead Officer/Legal Advisor to the North Wales Police and Crime Panel (PCP) advised Members of the recent recruitment process for the two positions of Co-opted Independent Members.

The PCP had advertised for the positions in September 2016, as the terms of office for the current two members would cease on 31 October 2016.

The PCP had established an Appointments Panel who had interviewed six candidates on 10 October 2016; it was noted that Mr. Tim. Rhodes (one of the current co-opted independent members) had not re-applied, as he would be moving out of the Force area.

Following the interviews, the Appointment Panel felt that there were three exceptional candidates and were of the firm opinion that the PCP and consequently North Wales would benefit from the skills, knowledge and experience of all three candidates.

Therefore, the Appointments Panel requested that the Lead Officer/Legal Advisor sought the Secretary of State's approval to seek a resolution from the PCP to co-opt one additional independent member. However, Officers had been unable to seek Home Office approval prior to the meeting, so the PCP was requested to approve increasing the number of co-opted independent members from two to three, subject to the Secretary of State's approval.

As the Panel's Arrangements already included provision for two co-opted independent members, it was recommended that Pat Astbury and Matthew Forbes were appointed with immediate effect and that William John Williams be appointed as the third co-opted member, subject to the Secretary of State's approval.

The Chair of the Appointments Panel (Councillor Julie Fallon) advised that all six candidates were of a very high standard, however the Panel felt that the PCP would benefit from the skills sets of the three proposed candidates.

The PCP supported the recommendations from the Appointments Panel and also re-confirmed Pat Astbury as Vice-Chair of the PCP.

**RESOLVED-**

- (a) That the North Wales Police and Crime Panel co-opts an additional independent member taking the number of co-opted independent members from two to three, subject to the Secretary of State's approval.**
- (b) That the following two candidates be appointed as Co-opted Independent Members on the North Wales Police and Crime Panel with immediate effect:**
  - Pat Astbury**
  - Matthew Forbes**
- (c) Subject to the approval of the Secretary of State, that William John Williams be appointed as the third co-opted independent member.**
- (d) That Pat Astbury be re-confirmed as Vice-Chair of the North Wales Police and Crime Panel.**

(The meeting ended at 2.10 pm)

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## NORTH WALES POLICE AND CRIME PANEL

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Monday, 31 October 2016 at 2.15 pm  
Council Chamber, Bodlondeb, Conwy

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Present: Councillor Julie Fallon (Chair)

Councillors: Brian Blakeley, Philip C. Evans J.P.,  
David Griffiths, Bernie McCann, Dilwyn Morgan,  
Neville Phillips and Gethin Williams

Co-opted Independent Members: Pat Astbury and Matthew Forbes

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

Also in Attendance: Ann Griffiths (Deputy Police and Crime Commissioner),  
Stephen Hughes (Chief Executive, Office of the Police and  
Crime Commissioner), Kate Jackson (Chief Finance Officer,  
Office of the Police and Crime Commissioner), Arfon Jones  
(North Wales Police and Crime Commissioner) and Chief  
Constable Mark Polin (North Wales Police)

### 24. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Glenys Diskin and Wil Hughes.

### 25. 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.

### 26. URGENT MATTERS

None.

### 27. PRESENTATION BY THE CHIEF CONSTABLE, NORTH WALES POLICE

Mr. Mark Polin, the Chief Constable of the North Wales Police (NWP) had been invited to the North Wales Police and Crime Panel (PCP) to give an update on the delivery of the priorities and objectives within the Police and Crime Plan for North Wales.

Chief Constable Polin provided the PCP with a presentation, which covered the following areas:

#### Working in effective partnerships:

- Working with partners to implement a regional Child Sexual Exploitation (CSE) Plan and developing the work of the Onyx Team, particularly in relation to safeguarding and intelligence.
- Further developing the Force's understanding of the demands associated with mental ill health to improve its response, in partnership with other agencies.
  - A national Task and Finish Group had been set up to deliver the requirements of the Mental Health Concordat, which was a national agreement between services and agencies involved in the care and support of people in crisis.
  - A Vulnerability and Risk Management Panel pilot had been set up in Anglesey, which would be evaluated; further information on the pilot would be circulated to the Chair of the PCP (Councillor Julie Fallon).
  - Strategic assessments to be undertaken by the Betsi Cadwaladr University Health Board (BCUHB).
- Agree and pursue collaborative opportunities with the North West and Welsh Forces and the other emergency services in the region, including BCUHB.

#### Prevent Crime and Anti-social behaviour:

- Seeking to maintain high levels of compliance with the Home Office Crime Recording Standards.
  - Whilst the Force was 94% compliant with HMIC standards, due to changes in the way crime was recorded, the Force would need to invest up to £250k, in order to meet future recording standards.
- To implement the Neighbourhood Policing Review
  - Locally based Safer Neighbourhood Teams of Sergeants, Constables, PCSOs, Special Constables, supported by Area 'Community Safety Units' incorporating partners.
- PCSOs – as previously reported in the Medium Term Financial Plan, the number of PCSOs would be reducing from 258 to 220, due to the need to find savings; the Chief Constable distributed the number of PCSOs across the Force area.
- To maximise the operational effectiveness of the increased capacity achieved through the Citizens in Policing programme
  - A further 20 Special Constables had been recruited and had commenced training in September 2016.
  - Police Support Volunteers had worked over 3,573 hours so far in 2016.
  - Community Speed Watch Scheme being further developed with a Volunteer Manager appointed in July 2016.
  - A further 3 Cadet Units would be established across the Force, with a further 60 volunteer Police Cadets.
- Recorded Crime Statistics
  - North Wales currently sits in 15<sup>th</sup> place nationally with 55.7 recorded crimes per 1000 population. The Force remains 2<sup>nd</sup> in

Wales, and also remains better than the England and Wales average of 67.8.

- North Wales shows an increase of 6.1% across the categories of recorded crime in the 12 months to March 2016. However, the Force remains better than the England and Wales average, which was at an increase of 8.7%.

#### Deliver an Effective Response:

- To deliver planned savings of £7.3m over the next 4 year period.
- To implement the recommendations of the Efficiency Review.
  - A dedicated team had been set up to identify the demands facing the service within North Wales and make recommendations to improve efficiency through reducing demand for service and ensuring the organisation had effective structures and systems in place, in light of decreasing budgets.
  - An evidence based approach had been undertaken to the review, which identified themes/enablers to start building recommendations upon.
  - 43 Recommendations had been identified, which were currently being implemented and included the way in which the Force dealt with incidents involving mental health, concern for safety, missing persons, assisting other agencies, shoplifting, sudden deaths, deployment processes, problem solving, resource allocation and policy issues.
- To further develop the current programme of work to improve the quality of service provided to the public.
- CSE survey results:
  - Those stating that they had confidence in the police had improved from 78.2% for the 12 months to December 2015 to 82.6% for the 12 months to March 2016.
  - Survey results also showed an improvement in the way in which the Police treated people with respect.
- To introduce new technologies in the NWP's Communication Centre to improve accessibility and efficiency.
- The national non- emergency number 101:
  - It appeared that the 101 number was often misinterpreted as another "emergency" number; the Chief Constable circulated the 101 call flow with timings.
  - NWP's performance in terms of calls abandoned - when individuals choose to hang up before the call was answered was comparable with other forces, more recent data showed the abandonment rate had reduced further.
  - New IT systems were being introduced into the Force Communications Centre which would assist with call handling and dispatch
  - The average answering times for 101 calls were consistently less than 18 seconds.

- The longest waiting time was always less than 7 minutes for the non-emergency 101 number – clearly for a non-emergency type event this would appear to be acceptable, however it was recognised that the perception of the 101 number being a pseudo emergency number had delivered concerns from the public.
- THRIVE was a risk management tool, which would enable Communications Operators to identify the vulnerability of a caller at point of first contact, ensuring the incident was afforded an appropriate graded response.
- Managed Response Unit (MRU) – the concept had arisen from the Efficiency Review, with a pilot undertaken in the Central area in June 2016. The principal aim was to review slow time incidents and where possible resolve them without deployment of an Officer or PCSO. In the first month, the Unit reviewed 55% of all slow time incidents and were able to deal with 45% in their entirety.
- Introduction of Welsh Ambulance Service NHS Trust (WAST) clinicians in the Communications Centre to improve the decision making around when WAST should call for police assistance (and vice versa) and reduce unnecessary attendance by police at non-police related incidents.

#### Reduce Harm and Risk of Harm:

- To progress the work of the newly established POLIT team in conjunction with the Cyber Crime and Hi-Tech Crime resources,
- To continue to maintain the NWP's ability to respond to the threats within the Strategic Policing Requirement, particularly terrorism.
- Balancing volume crime, with the challenges to provide protective services, in order to deal with cybercrime, CSE, high risk offenders, domestic abuse, human trafficking and modern slavery, serious and organised crime and counter terrorism.
- HMIC Direction and Delivery Measures.
- Sexual offences – there had been an increase in the number of crimes reported from 153 to 314 year to date which had been impacted upon by an organised crime investigation.

#### HMIC Inspections:

- The HMIC carried out inspections under the following themes:
  - Efficiency - good
  - Legitimacy – draft report currently being reviewed
  - Leadership – awaiting final result of inspection
  - Effectiveness – inspection to be carried out shortly
- The Chief Constable had concerns regarding the inspection regime, there was a danger that more resources would be spent on preparing for and responding to inspections than on delivery of the Police and Crime Plan. The inspection regime was very process driven and recommendations arising from the inspections were often un-costed and generalistic. Given the burden of the regime it had been necessary to establish a Liaison Team to prepare for inspections, which was at an additional cost to the Force. Page 6



## Challenges Ahead:

- Finance: Growth pressures and bids; evidence based resource allocation; funding formula review; national reform and 'Special Capabilities'; precept position; leadership; workforce wellbeing; partners and partnership structures; difficult conversations e.g. HMIC; capability in terms of operational pressures; change and capacity to deliver; and collaboration and networks.

The PCP thanked Chief Constable Polin for a very informative presentation and went on to discuss the following issues:

- Councillor Brian Blakeley had been asked to raise an issue with the Police and Crime Commissioner on behalf of Denbighshire County Council in relation to the problems caused by the lack of continuity of police service personnel in communities across the County and the loss of PCSOs. The PCC had been invited to attend a future Scrutiny meeting and the Chief Constable stated that he would be happy to attend the meeting if the PCC wished him to do so.
- Councillor Blakeley also raised concerns regarding policing in Rhyl; the Chief Constable agreed to discuss the details of the Councillor's concerns outside of the meeting.
- The impact of the increase in the number of referrals to the Amethyst Team - the Chief Constable confirmed that additional resources had been put into the Team and that the referral timescales were being managed accordingly with the Crown Prosecution Service.
- The need for consistency in the approach to Neighbourhood Teams across the Force area. The Chief Constable reported that one of the main aims of the Neighbourhood Policing Review was to bring greater consistency to community policing.
- The number of PCSOs, particularly in the Wrexham Areas. Councillor David Griffiths reported that Wrexham County Council paid for additional PCSOs in the Wrexham area, however the public perception was that the area did not benefit from additional PCSOs.
- In response, the Chief Constable confirmed that Wrexham did benefit from more PCSOs, due to the additional funding, however as stated earlier in the presentation there was a challenge in balancing community policing with tackling more serious crime, such as CSE. As part of the Efficiency Review, the Force would be looking to partners to respond to non-policing incidents. In addition the introduction of the MRU across the Force Area and changes to business processes should increase capacity and visibility.
- The PCP acknowledged the concerns that the Chief Constable had in relation to the implications of inspections and impact on policing, as Local Authorities also faced similar problems with their various inspection regimes.
- The role out of CSE training to licensed/private hire taxi drivers. Conwy County Borough Council had been the first to offer this training, however there were concerns that this had not happened across North Wales.

- The Chief Constable reported that he had asked for an update on progress of the Regional CSE Plan, in order that concerns could be evidenced.
- Reference was also made to issues relating to Caia Park, Wrexham.
- The Chief Constable acknowledged that a lot of resource had been afforded to the area, however the challenges were not going away, particularly in relation to the number of arson incidents. There was a need to consider how to secure appropriate intelligence. Councillor Bernie McCann suggested that better communication links were required between the public and NWP; the Chief Constable would take these comments back to his team.
- As part of the Efficiency Review, would the number of Senior Officers be reviewed?
- The Chief Constable stated that to-date, the Force had been able to avoid cutting frontline staff, as a sizeable proportion of the savings had been taken from non-staffing lines of the budget. Senior Management structures had also been reviewed and posts removed accordingly. The Chief Constable felt his Leadership Team was as lean as it could be, but it would be kept under review.
- The difficulties with engaging with the Health Board.
- The Chief Constable felt that more engagement was required with the Health Board, particularly as Christmas was fast approaching and appropriate plans needed to be put in place. In addition, there were also concerns regarding what the Health Board's priorities were, particularly in relation to mental health.
- Mental health training for Officers
- The Chief Constable reported that the current training programme was being reviewed to ensure that staff were able identify mental health issues arising both in terms of service delivery and within the workforce.

The Chair also questioned how the evidence based resource allocation would be implemented. In response, the Chief Constable agreed to share the approach to be undertaken with the PCP, at an appropriate time.

#### **RESOLVED-**

- (a) That the presentation be noted.**
- (b) That further information in relation to the Vulnerability and Risk Management Panel pilot be circulated to the Chair of the Police and Crime Panel (Councillor Julie Fallon).**
- (c) That the approach to evidence based resource allocation be shared with the Police and Crime Panel at an appropriate time.**
- (d) That the Chief Constable discusses the concerns relating to policing in Rhyl with Councillor Brian Blakeley.**

28. **MINUTES**

The minutes of the North Wales Police and Crime held on 27 June 2016 and 28 July 2016 were submitted for approval.

In relation to Minute 8 (27 June 2016) – Questions to the North Wales Police and Crime Commissioner, the Police and Crime Commissioner (PCC) clarified that he had not previously worked with Ann Griffiths (Deputy PCC) and that they knew each other politically, as both the PCC and Deputy PCC were Councillors.

**RESOLVED-**

**That the minutes of the North Wales Police and Crime Panel held on 27 June 2016 and 28 July 2016 be approved, subject to the amendment above.**

29. **ANNOUNCEMENTS BY THE CHAIR**

The Chair welcomed the newly appointed Co-opted Independent Members to the meeting.

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

The North Wales Police and Crime Commissioner (PCC) provided the North Wales Police and Crime Panel (PCP) with an update covering the period 1 May 2016 to end of September 2016.

The report concentrated on the Force's performance against the four objectives of the Police and Crime Plan and the measures set out in the Plan.

In addition, the report provided general updates in relation to:

- Engagement and Communication;
- The work of the Deputy PCC;
- Commissioning;
- The Community Partnership Fund;
- Confidence and Ethics;
- Key decisions taken by the PCC's predecessor from 1 May 2016 and 8 August 2016;
- Scrutiny in General;
- Independent Custody Visiting Scheme;
- Children affected by parental imprisonment;
- HMIC Update; and
- Correspondence.

The PCC also provided a verbal update in relation to the work he had undertaken since his report was published, which included the following:

- Regulating Cannabis for Medical Use in the UK – the PCC had recently written a letter in support of Durham's PCC Ron Hogg, who wanted to see cannabis legalised for medicinal purposes only.

- One of the Co-opted Independent Members (Pat Astbury) highlighted the importance of appropriate controls being in place and consideration would need to be given to the effects on young people.
- Social Value – the PCC was looking at the way the Force was procuring services to ensure it was for the benefit of the local economy and also providing best value for money, whilst conforming to procurement regulations.
- The PCC and Chief Constable were undertaking consultation events with community and voluntary organisations about their policing priorities.

The Deputy PCC also provided an update on the recent work she had undertaken which included:

- Visiting the Sexual Assault Referral Centre in Colwyn Bay and the Control Room in St Asaph.
- Attended the All Wales Policing Group in Llandrindod Wells.
- Written a paper on the impact of Brexit on policing.
- Attended meetings regarding the new Welsh Language Standards.
- Work in relation to the development of the Children and Young Peoples Strategy, which would be shared with the PCP in December 2016.

Members thanked the PCC and the DPCC for their informative updates and discussed the following issues:

- Proposed closure of courts and tribunals in North Wales and how it would impact on police work.
  - The PCC informed the PCP that meetings had been arranged to discuss the implications of the closures, as it would impact on transportation and resources.
- The impact of a recent news report that suggested that the Proceeds of Crime Act was not fit for purpose and how this could affect the PCC and funding of community projects.
  - The PCC was not aware of the report and would report back to the PCP on the matter.
- Reference was made to a recent report, which had been published and highlighted an increase in the number of alleged sexual assaults in schools – the Deputy PCC requested that the report be forwarded to her for information.
- The impact the PCC's priorities could have on the quality of police provision.
  - The PCC stated that it was a matter of getting the balance right between community policing and responding to more serious crime.
- The PCP questioned the PCC's plans for engaging and undertaking partnership work with the BCUHB, to deal with issues such as mental health.
  - The PCC shared the PCP's concerns that the situation with the BCUHB was not satisfactory, however, there were instances of good partnership working, such as proposals to set up a joint commissioning hub for substance misuse services.

In addition, the Health Board had invested significant amounts of funding into the Sexual Assault Referral Centre in Colwyn Bay to provide appropriate services.

- The DPCC was also involved in various projects relating to mental health and was working across Wales to collate information on the issues faced by police forces.

Reference was also made to the need for a consistent approach to community engagement, as in some areas of North Wales, it was felt that there was a lack of engagement, particularly with Elected Members.

The PCC reported that he was currently seeking clarity on the numbers of PCSOs in the Force Area and the resource allocation model, which was not uniform across North Wales. The review of Neighbourhood Policing which was being undertaken should also provide a consistent approach.

The Chief Executive of the OPCC reported that a scrutiny review was also being undertaken to look at the Communications Plans for 3 of the 6 counties in North Wales. The review would look how issues raised at community engagements had been followed up. Feedback from the scrutiny review would be reported back to the PCP shortly.

#### **RESOLVED-**

**(a) That the updates by the Police and Crime Commissioner and Deputy Police and Crime Commissioner be noted.**

**(b) That the Police and Crime Commissioner investigates/reviews the recent news report that suggested that the Proceeds of Crime Act was not fit for purpose.**

**(c) That feedback be provided to a future meeting of the Police and Crime Panel on the scrutiny review of the Force's Communications Plans.**

#### **31. UPDATE ON THE 2016/17 BUDGET (AS AT 31 JULY 2016)**

The Chief Finance Officer presented the North Wales Police and Crime Panel (PCP) with a report on the policing budget for North Wales as at 31 July 2016.

The PCP was informed that the position had changed from the end of July 2016 and that the total projection to the end of the year was a £1.082m underspend. This was due to increased income, due to the sale of vehicles and slippage in the capital programme spend.

The PCP was also presented with the proposed timetable for the scrutiny of the precept.

Reference was made to the overspend on the IT budget, which had been previously reported to the PCP. The Chief Finance Officer reported that a significant amount of work had been undertaken to understand the issues and confirmed that the change in supplier would realise the required savings of £4m over the period of the contract.

**RESOLVED-**

**That the report be noted.**

**32. SUMMARY OF COMPLAINTS RECEIVED**

The Lead Officer/Legal Advisor presented a report, which provided the North Wales Police and Crime Panel (PCP) with a summary of complaints relating to the previous Police and Crime Commissioner (PCC) (Winston Roddick CB QC) during his term of office and informed the PCP that no complaints had been received relating to the newly elected PCC, Arfon Jones as of 31 October 2016.

The PCP had received a total of 6 recordable complaints against the previous PCC during his term of office, five of which had been previously reported to the PCP and were now closed.

The PCP received a further complaint on 13 January 2016, which related to the employment situation of the previous Chief Executive of the Office of the Police and Crime Commissioner (OPCC). In accordance with the PCP's Complaints Procedure, the Lead Officer undertook an informal resolution of the complaint and as part of this process, sought further information and clarification from the PCC and OPCC. The PCP was of the opinion that the PCC's conduct had been appropriate and proper in the circumstances. The Assistant Auditor General for Wales investigated the matter and wrote to the OPCC on 18 August 2016 confirming that he intended to take no further action in this matter (unless any new information was brought to his attention).

**RESOLVED-**

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

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

The Forward Work Programme (FWP) for the North Wales Police and Crime Panel was presented for the forthcoming year.

It was reported that further topics could be added to the FWP following the PCP's Development Day in January 2017.

**RESOLVED-**

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

34. **DATE OF NEXT MEETING:**

The next meeting of the North Wales Police and Crime Panel would take place on Monday, 12 December 2016.

(The meeting ended at 4.30 pm)

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**Update for the Police and Crime Panel  
12<sup>th</sup> of December 2016  
Arfon Jones, Police and Crime Commissioner, North Wales**

**Introduction**

This is my report to the Panel for the period 1st October to the beginning of November 2016. The previous Panel meeting of 31<sup>st</sup> October covered the period from the 1<sup>st</sup> June to the end of September.

This report is not concerned with the specific statutory reporting requirements. 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 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**

I scrutinise the Force by measuring its performance against the four objectives of the Police and Crime Plan (the Plan) and the measures set out within the Plan. The principal medium through which I will carry out that function will continue to be the Strategic Executive Board (SEB) which I chair and on which the Chief Constable and his senior officers sit.

This report concentrates on the Force's performance against the measures of the 2016/17 Plan (which was published in April 2016).

**Police and Crime Objective 1: Working in Effective Partnership**

*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.

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.

Panel members will recall that North Wales Police recently carried out an efficiency review and found that the top two demands on the Force are matters relating to missing from home enquiries and mental health, both matters which may not feature any criminality. An effective response to



these serious matters can only be delivered in partnership. Consequently, part of my scrutiny activities includes establishing how the Force works with its partners to tackle these issues.

I 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. Work is progressing on introducing a joint commissioning hub for substance misuse services, ensuring we maximise the benefit from our commissioned services and that the money gets to the front line where needed most.

The implementation of the all Wales mental health concordat has been overseen by the North Wales Criminal Justice Mental Health Partnership Board with a representative from BCUHB leading on this piece of work. Work streams have been created with a view to developing plans to deliver the Concordat. Developments since the last report include the revision and planned improvement to Mental Health training for new police recruits and newly appointed PCSOs. It is believed that once the training package has been further developed it will be suitable for delivery to a wider cohort within North Wales Police.

Panel members will recall that the Wrexham Street Triage team is well established. The Wrexham Safer Communities Sergeant has recently taken over management of the team. This has, in my opinion, led to a better understanding amongst local officers of the work and objectives of the Street Triage Pilot and as a consequence has led to an increase in the demand for the Team. An analyst has recently been allocated to work with the Street Triage leads with a view to gaining a better understanding of the impact of the pilot on persons reported as being in mental health crisis.

Over twelve months ago, following a recommendation by the Chief Constable, a multi-agency action plan was drawn up and agreed, to tackle the growing problem of child sexual exploitation. In respect of the implementation of the Plan I must admit that the lack of progress made since then is disappointing to say the least and I am left to question the commitment of our partners to tackle this issue. I would be grateful if Panel Members, in their capacity as elected members, would question their local authority's role and whether or not all that can be done, has been done to safeguard our children and our most vulnerable members of society.

CSE training has now been delivered across North Wales to staff from the Children Adolescent Mental Health Service (CAMHS). This training was delivered in partnership with staff from Denbighshire County Council and Barnardo's.

Following consultation with Conwy County Borough Council, staff from the Onyx team (the Force's CSE team) have committed to the delivery of a number of awareness training sessions for over 250 front line staff from the authority's Regulatory Services. The aim of these sessions is to improve knowledge and understanding of CSE and highlighting the role local authority staff can play in tackling CSE.

In addition North Wales Police are working with the Gwella Project (Barnardo's) to commission a drama production highlighting the risks to children from CSE. This production will be aimed at children of secondary school age (years 7 and 8).

On Tuesday 22<sup>nd</sup> November, DPCC Ann Griffith was the key note speaker at a CSE conference organised by Barnados.

## Police and Crime Objective 2: Prevent crime

*To hold the force to account in respect of this objective 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

These measures are not performance targets. Their purpose is to assist me in holding the Chief Constable to account. The information presented below is used in my scrutiny of these particular objectives.

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.

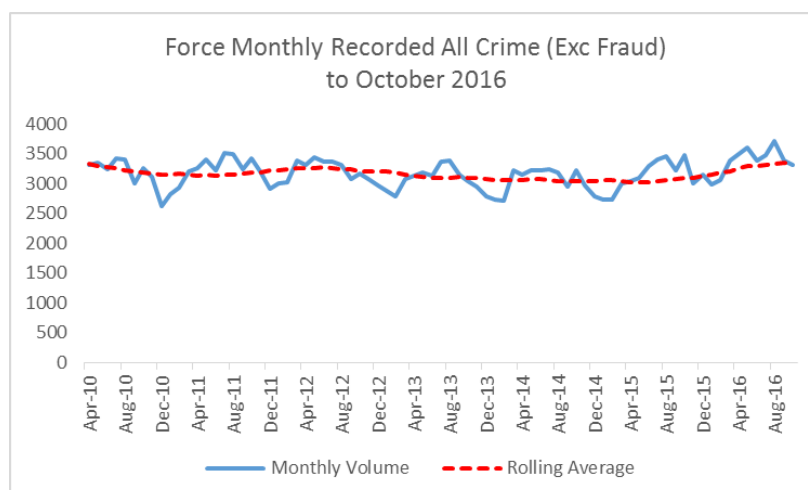


Figure 1: Monthly recorded all crime to October 2016 (source: North Wales Police)

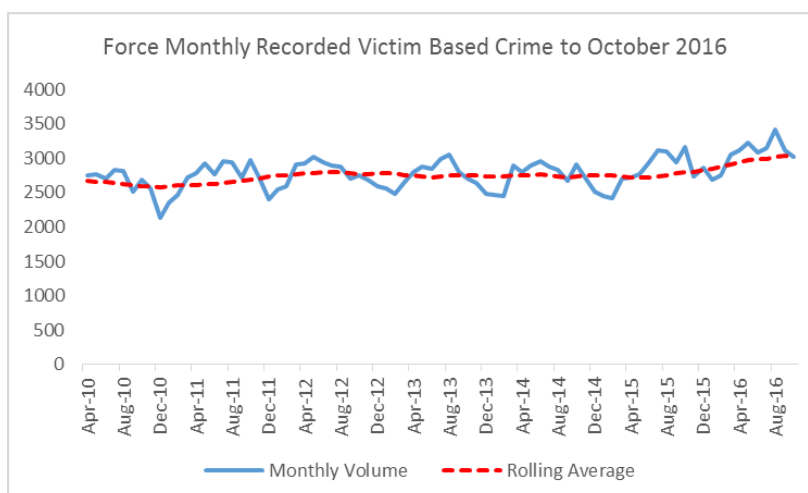


Figure 2: Monthly recorded victim based crime to October 2016 (source: North Wales Police)

Chief Officers informed me at the most recent SEB meeting in November that following the comparably high level of recorded crime during the summer holiday period, as we entered the autumn there was a notable drop off in recorded crime, particularly in the Western area.

The level of total recorded crime was up by 7.7% by week 26 (end of September). This represented 20,889 crimes year to date compared with 19,392 during the same period last year.

Operationally the focus remains on burglary in the home and violence offences.

## ASB:

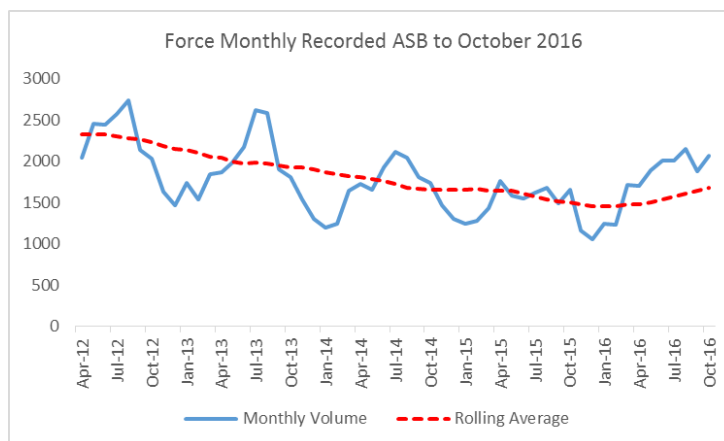


Figure 2: Monthly recorded ASB to October 2016 (source: North Wales Police)

Since the end of the high summer period, the number of ASB incidents has fallen slightly in recent weeks, and levels are now consistent with those of the equivalent time last year.

Year to date there have been 12,545 recorded incidents of ASB compare with 11,531 during the same period last year.

The User Satisfaction for ASB victims shows improved satisfaction.

## Police and Crime Objective 3: Deliver an effective response

The four measures of this objective as set out in the 2016/17 Plan are:

- 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

The average response time continues to be stable at 17.7 minutes and there has been an increase in the number of events resourced as an immediate response.

Webchat numbers again show an increase and work is ongoing with the Fire Service to establish a joint webchat system.

Discussions are also ongoing with the Wales Mental Health Helpline and Protecting Vulnerable People Unit with a view to being able to transfer appropriate calls between agencies.

The abandonment rate for non-emergency calls is routinely subject to scrutiny, and currently stands at around 4.2% which is an improvement on the 4.5% which was reported to the Panel in October 2016.

I will continue to monitor the abandonment rate but firmly believe that the success of the 101 system cannot be measured by the speed in which the calls are answered alone, but also the effectiveness of that initial contact, in particular the identification of vulnerability.

## **Police and Crime Objective 4: Reduce harm and the risk of harm**

*The 2016/17 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 number of arrests of child sexual exploitation perpetrators
- Number of indecent images of children cases charged
- Number of reported hate crimes

The number of people killed or seriously injured (KSI) on our roads has fallen 17.9% year on year from 179 to 147.

Fatal road traffic collisions have increased from 11 to 26 in the reporting year.

Motorcycle KSIs have also reduced by 20% down from 50 to 44 partly due to the ongoing operational response under Operation Darwen.

In relation to child sexual exploitation (CSE), there have been 69 perpetrators arrested this policing year to date (2016/17) and 148 indecent images of children cases detected (which represents an increase of 108.5% year to date).

There has been an increase in the staffing of the Onyx Team (a specialist policing team which identifies and works with children and young people who are most at risk of CSE) with the recent appointment of the CSE Intelligence Officer. The role of the Intelligence Officer is to receive and evaluate information from a variety of internal and external sources and to then disseminate relevant information to operational officers and other agencies. There is further growth scheduled for the Onyx Team through the appointment of a PCSO to join the team. The role of the PCSO will be to complement the existing structure through the delivery of education and awareness raising inputs to partner agencies and community groups across North Wales.

Levels of reported Hate Crime continue to be slightly higher for the year with 254 reported Hate Crime versus 228 for the equivalent period last year. Disability Hate Crime figures still show the largest percentage increase. Work continues to engage with community groups to improve recording and to deter offenders. Despite some impact on reporting due to the European Referendum, levels of Hate Crime are stable and remain at the pre-referendum level.

## **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 my predecessor and I have been doing since the last meeting of the Panel.

### Drugs

My call for the legalisation of cannabis for medicinal purposes received tremendous media coverage both locally and nationally. I am delighted by the level of public support I have received.

The Panel will be aware from the previous meeting that I am firmly of the view that drug addiction is a public health issue and not a criminal matter and should be treated as such. In that regard I have called for Heroin Fix Rooms and Heroin Assisted Treatment Rooms to be introduced in Wrexham. Once again I am delighted by the support I have received from the public and elected members of Wrexham Council.

Wrexham has an issue with discarded needles. A fix room, where they could go and safely inject or take their drugs, would deal with that problem very quickly I believe. We need innovative, forward-planning and thinking by all the partners, not just one. We should be led by the health board in this regard.

### Engagement and Communication

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

Since the 1<sup>st</sup> October I have met with the following (in addition to officers and staff from North Wales Police):

- Grwp Cynefin
- Robin Owain of Wicipedia Cymru
- Glyndwr University Fellows Dinner Reception
- Representatives from Amethyst, the Sexual Assault Referral Centre
- Baroness Helen Newlove, Victims Commissioner
- Liz Saville-Roberts MP
- Stephen Jones, WLGA
- Martin Powell and Neil Woods, Transform
- Representatives from the IPCC
- Dawn Blower, Restorative Justice Intervention
- Phil Hare, Coleg Llandrillo
- Dusty Kennedy, Director of YJB Cymru
- Nick Albrow, HMCTS
- Denise Richards, OWL
- Dafydd Llywelyn, Dyfed Powys PCC (to discuss police funding formula)

I have also attended the following meetings:

- All Wales Criminal Justice Board
- North West Joint Oversight Committee

- All Wales Policing Group
- Professional Standards Department Scrutiny Board
- Flintshire Public Service Board
- Localising CJS session
- National Anti-Trafficking and Modern Slavery Network
- APCC General Meeting
- Police Core Grant Distribution Review Senior Sector Group
- North Wales Police and Crime Panel
- Launch of Caniad (a new service commissioned by BCUHB and the Area Planning Board to improve equity of service provision across mental health and substance misuse services in North Wales)

In addition to meeting with community representatives, partners and members of the public, my Deputy and I have undertaken several key media activities. They include:

[Boost for vital services for drug abusers and victims of domestic violence](#)

[Hate Crime Awareness Week](#)

[Bring your voice to local policing](#)

[New plan to recruit police officers in South Gwynedd](#)

[Pledge to put victims at heart of action plan](#)

[Sexual assault victims urged to come forward](#)

[New police boss aims to break vicious cycle of crime passed from father to son](#)

## **The Deputy Police and Crime Commissioner, Ann Griffith**

The Deputy Commissioner's commitments in October have included the following activities:

- Meeting representatives from the North Wales Women's Centre and visiting the Centre
- Visiting the Sexual Assault Referral Centre
- Visiting the Wrexham Hate Crime Project during the Hate Crime Awareness Week
- Attending a meeting of the All Wales Policing Group
- Attending a Professional Stakeholder Workshop in Wrexham
- Visiting the Control Room in St Asaph
- Meeting with the Head of North Wales Police's Welsh Language Department to discuss matters relating to the Welsh language
- Attending a meeting at the MOJ in London
- Meeting with Liz Saville-Roberts MP, Dafydd Llywelyn PCC for Dyfed Powys, and Steffan Lewis AM to discuss policing and criminal justice matters

## 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 the delivery of my Police and Crime Plan.

All services that have been commissioned for 2016-17 are performing according to profile.

Work continues on developing a joint commissioning hub for substance misuse services in North Wales with our partners in the health board and the Area Planning Board.

## Consultation

I am currently in the process of consulting on my police and crime plan, which includes an online survey and a series of meetings being held across north Wales. I very much hope that members of the Panel will contribute to this consultation

This will be my first plan since being elected in May. The plan will reflect the challenges and threats currently facing North Wales Police. I also want to ensure that, where possible, the plan reflects what is important to the public of North Wales, victims, our statutory agencies, the voluntary sector and the business community.

North Wales Police has already made £24.101m of cuts in the period between April 2011 to March 2016. In the next few years more cuts will follow, an estimated £7.379m of cuts by 2019/20. This means the police will have to change the way they work, and we therefore need to relook at our priorities and how they can be delivered.

Everyone who lives or works in North Wales will have a view on what should be a policing priority for their area. Listening to local people is one of the most important parts of my role and it is vital that people have a true voice in policing. This is the police service for North Wales and it is only right and proper that everyone has a chance to have their say.

This consultation will remain open until the 2<sup>nd</sup> January 2017.

## HMIC Update

The Spring HMIC PEEL inspection took place between the 18<sup>th</sup> and 21<sup>st</sup> of July and covered the strands of Legitimacy, Leadership and Efficiency. The Autumn PEEL Effectiveness inspection took place between the 21<sup>st</sup> and 25<sup>th</sup> November 2016.

Last year NWP was graded as 'Good' for Legitimacy and Efficiency. Leadership was not graded last year and will not be graded again for 2016. Effectiveness was graded as 'Requires Improvement'

The findings of the draft Legitimacy and Efficiency Report were published on the 3<sup>rd</sup> November and the Chief Constable has met with representatives from HMIC to discuss the content, accuracy and grading of the draft Efficiency and the Legitimacy report. Progress against any Areas for Improvement highlighted in the Report will be monitored via my Strategic Executive Board meetings.

The Autumn HMIC PEEL Effectiveness Inspection will combine last year's Effectiveness and Vulnerability inspections. The inspection will cover the following areas:

- Reducing crime and ASB
- Investigating crime and reducing reoffending
- Protecting vulnerable people from harm and supporting victims
- Tackling serious and organised crime
- Specialist arrangements and firearms capabilities to fulfil national responsibilities

## Correspondence

Correspondence figures from 1st October 2016 to the 1<sup>st</sup> November 2016

Category of Correspondence	Number
Specific Feedback regarding the policing service	17
General Feedback re the policing service	19
Complaints referred to PSD	4
Staff issues	4
General Correspondence	118



## AGENDA ITEM 6b

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

<b>Title:</b>	<b>Update on the 2016/17 Budget (as at 30 September 2016)</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 12 December 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 30 September 2016 (month 6).

#### **2. Recommendations**

- 2.1 To note the report.

#### **3. Update on the 2016/17 budget**

- 3.1 The net revenue budget for the Police and Crime Commissioner for North Wales was approved by the Police and Crime Panel on 25 January 2016 at £141.067m. This includes a net budget of £0.741m for the Office of the Police and Crime Commissioner, and a net £1.166m for commissioned services. As at 30 September 2016, the total projection to the end of the year is a net £1.082m underspend.

- 3.2 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 £0.425m.  
This is the net effect of a number of factors, the most significant of these being police officer pay (projected underspend £0.406m) and police staff pay (projected underspend £0.353m). This is a combination of vacancies (which are planned to be filled) and savings due to maternity and sick pay. There has also been an increase in officer retirements. These underspends are offset by a projected overspend in direct pension payments (£0.316m). The budget for direct pension payments is based on six ill-health retirements each year, and there were nine in the first six months of the current financial year. Therefore, the projection has been increased to reflect the likely expenditure on further cases during the remainder of the year.
- Premises – projected underspend £0.289m  
Although the budget has reduced compared to previous years, based on current estimates of cost and usage, energy costs are projected to underspend by £0.339m.
- Transport – projected underspend £0.394m

- Servicing costs (projected underspend £0.193m). Active management of vehicle servicing and maintenance contracts is contributing to this projected underspend.
  - Running costs (projected underspend £0.232m). Diesel costs are 7.6% lower than this time last year. However, although oil prices have decreased, they are now rising again, and the pound has weakened as a result of the EU referendum. Therefore, this will need to be monitored carefully during the year.
  - Supplies and Services – projected overspend £0.274m
    - IT & Communications (projected underspend £0.115m) – working with our IT contractor, it has been possible to make further savings, including the cost of printer supplies and a review of smaller licences.
    - Other supplies and services (projected overspend £0.365m). Much of this relates to grant-funded expenditure, and therefore will be matched by increased income. However, there has been significant expenditure on legal costs, pathology and search fees. These will be funded from underspends.
  - Contingencies
    - The contingencies budgets are vired to other budget headings as the needs are identified. This treatment is identical to previous years.
    - In addition to the contingencies budgets agreed before the beginning of the financial year, a number of savings planned for 2017/18 have been realised early. This has released £1.252m in 2016/17.
      - This amount has been vired to a “Management of Change” budget, which will be utilised to fund changes that enable future efficiencies or savings. Projects to be funded in this way have been identified, therefore the related expenditure is projected at budget.
      - The management of change budget will be further vired to appropriate budget headings as individual items of expenditure are identified.
- 3.3 We are currently projecting additional income of £0.248. Around £0.155m relates to the sale of motor vehicles, and the remainder offsets additional expenditure.
- 3.4 At the current time, capital charges, contingencies (with the exception of management of change) 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 30 September 2016 £'000	Actual 30 September 2016 £'000	Projection to Year End £'000	Projected Variance £'000
<b>Expenditure</b>					
Employees	122,370	122,274	60,083	121,849	(425)
Premises	7,696	7,925	3,939	7,636	(289)
Transport	4,942	4,638	1,649	4,244	(394)
Supplies and Services	19,635	19,865	10,435	20,139	274
Debt Charges and Contributions to Capital	1,504	1,614	-	1,614	-
Contingencies (see above)	800	1,652	-	1,652	-
Community Safety Fund	1,166	1,166	13	1,166	-
<b>Total Expenditure</b>	<b>158,113</b>	<b>159,134</b>	<b>76,119</b>	<b>158,300</b>	<b>(834)</b>
<b>Income</b>	<b>(17,133)</b>	<b>(17,836)</b>	<b>(6,504)</b>	<b>(18,084)</b>	<b>(248)</b>
<b>Movement in reserves</b>	<b>87</b>	<b>(231)</b>	<b>-</b>	<b>(231)</b>	<b>-</b>
<b>Total Net Expenditure</b>	<b>141,067</b>	<b>141,067</b>	<b>44,507</b>	<b>139,985</b>	<b>(1,082)</b>
<b>Funding</b>					
Grants	(72,745)	(72,745)	(37,199)	(72,745)	-
Precept	(68,322)	(68,322)	(34,161)	(68,322)	-
<b>Total Funding</b>	<b>(141,067)</b>	<b>(141,067)</b>	<b>(71,360)</b>	<b>(141,067)</b>	<b>-</b>
<b>Net underspend</b>					<b>(1,082)</b>

3.6 Included in the above is income and expenditure related to the Victims' Services grant from the Ministry of Justice. £820,323 has been allocated to the North Wales Police and Crime Commissioner. £770,469 has been committed for the commissioning of victims' services, with the remainder contributing to our associated costs. Commissioned services include: the Victims' Help Centre, IDVA and ISVA.

3.7 Also included above is the Office of the Police and Crime Commissioner. The budget for the year is £741,000. As at 30 September, expenditure was £427,719 and the projected outturn was £791,222. Of the projected overspend, £77,506 is the result of expenditure on legal advice, £42,598 will be funded from the earmarked reserve as planned.

## 4. Capital

4.1 The original capital programme for 2016/17 was £17.048m as per the Medium Term Financial Plan. Taking into account £3.304m slippage and some minor additions and deletions, this increases to potentially £20.065m, however, some of this expenditure

will now be incurred in later years, and after re-profiling, the budget for 2016/17 is £16.835m.

4.2 The majority of the estates programme relates to just three schemes, which are detailed individually in the table: Wrexham Llay, Wrexham Town Centre and Llandudno:

- Wrexham Llay: a detailed report on costs was commissioned to analyse the reasons for the increases. As a result, the revised budget was agreed on 15 July 2016, which incorporates many changes to the original plans.
- Wrexham Town Centre: work is underway and is due to be completed by the end of the next financial year.
- Llandudno: work commenced in August, and is due to be completed in July 2017.
- The table has been refreshed to remove completed projects.

4.3 Vehicles: orders for vehicles are due to be placed between now and the end of November. The estimated expenditure will be reviewed at this point.

4.4 IT & Communications: Several major projects are in the final stages of planning and consultation, with the majority of the expenditure expected in the second half of this financial year.

4.5 A summary of the capital budgets and projections is given below.

Scheme	Expenditure b/f £'000	Budget 2016/17 (reprofiled) £'000	Expenditure 2016/17 £'000	Budget – Future years £'000	Total Budget £'000	Expenditure to 30.09.16 £'000
Wrexham new build facility Llay	2,894	2,500	235	15,754	21,148	3,129
Wrexham in town facility	50	400	13	1,350	1,800	63
Llandudno new build	463	1,150	0	1,137	2,750	463
Other estates	1,919	862	51	561	3,342	1,970
Vehicles & equipment	5,045	1,839	231	4,665	11,549	5,276
IT & Communications	2,301	3,498	1,128	4,581	10,380	3,349
<b>Total Capital Programme</b>	<b>12,672</b>	<b>10,249</b>	<b>1,658</b>	<b>28,048</b>	<b>50,969</b>	<b>14,330</b>

## 5. Budget 2017-2018 and beyond

5.1 The Police and Crime Commissioner is consulting on the content of his Police and Crime Plan, and the budget for 2017-2018 onwards will reflect his priorities.

5.2 A significant proportion of the Police and Crime Commissioner's income is received through precept, a precept report will be brought to the Police and Crime Panel meeting on 23 January 2017.

## 6 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 September 2016.</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.

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



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

Contact Officer:	Dawn Hughes
	Senior Committee Services Officer Conwy County Borough Council Bodlondeb Conwy LL28 5NF
E-Mail:	dawn.hughes@conwy.gov.uk
Telephone:	01492 576061

<b>Date</b>	<b>Subject</b>	<b>Responsible Officer (including e-mail address)</b>
<b>23 Jan 2017</b>	<b>Budget and Precept Setting Report 2017/18</b> To consider the proposed precept for 2017/18	Arfon Jones, Police and Crime Commissioner
<b>23 Jan 2017</b>	<b>Medium Term Financial Plan</b> 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	Kate Jackson, Chief Finance Officer (OPCC)
<b>23 Jan 2017 13 March 2017</b>	<b>Police and Crime Plan</b>	Arfon Jones, Police and Crime Commissioner
<b>13 March 2017</b>	<b>Timetable of meetings for 2017/18</b>	Host Authority
<b>Future Items</b>		
<b>TBC</b>	<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.	Host Authority
<b>TBC</b>	<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