

# Complete Agenda

## POLICE AND CRIME PANEL PANEL HEDDLU A THROSEDD



### North Wales Police and Crime Panel

Friday, 31 January 2020 at 10.30 am  
Council Chamber - Bodlonddeb

## 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. **Announcements by the Chair**
5. **Minutes** (Pages 1 - 11)  
To approve and sign as a correct record minutes of the previous meeting.
6. **Standing Agenda Items**
  - a) Update on actions from the previous meeting
  - b) Questions to the Police and Crime Commissioner (Page 12)  
*(Submitted in accordance with the procedure for Questions to the Police and Crime Commissioner)*
  - c) List of decisions taken by the Police and Crime Commissioner (Pages 13 - 21)
  - d) Feedback from Member Champions

**7. To consider reports by the North Wales Police and Crime Commissioner:**

- a) Precept and Council Tax 2020/21 (Pages 22 - 41)
- b) Police and Crime Commissioner and Chief Constable for North Wales Police Force: Medium Term Financial Plan (Pages 42 - 75)
- c) Update on the 2019/20 Budget (as at 30 November 2019) (Pages 76 - 80)
- d) To ratify the Police and Crime Commissioner for North Wales - Annual Report 2018/19 (Pages 81 - 111)

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

- a) North Wales PCP - Budget Monitoring Report from 1 April 2019 to 30 September 2019 (Pages 112 - 116)
- b) To consider the Forward Work Programme for the North Wales Police and Crime Panel (Pages 117 - 119)

**9. Meeting Schedule 2020/21**

- Monday, 15/06/2020 @ 2.00 pm
- Monday, 28/09/2020 @ 2.00 pm
- Monday, 14/12/2020 @ 2.00 pm
- Monday, 25/01/2021 @ 2.00 pm
- Tuesday, 02/02/2021 @ 2.00pm
- Monday, 22/03/2021 @ 2.00 pm

**Membership of Panel**

Cllr Chris Bithell  
Cllr Dana Davies  
Cllr Alan Hunter  
Cllr Eric Jones  
Cllr Hugh Irving  
Cllr Edgar Wyn Owen  
Cllr Roger Parry  
Cllr Dylan Rees  
Cllr Nigel Williams  
Cllr Arnold Woolley Dip.IM, MCMI

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

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

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, 30 September 2019 at 2.00 pm  
Council Chamber - Bodlondob

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- Present: Patricia Astbury (Chair)
- Councillors: Chris Bithell, Dana Davies, Alan Hunter, Hugh Irving, Eric Jones, Roger Parry, Dylan Rees, Nigel Williams and Arnold Woolley
- Lay Member/  
Co-opted Member: Matthew Forbes and John Williams (Vice Chair)
- Officers: Dawn Hughes (Scrutiny and Committee Services Officer)
- In Attendance: Ann Griffith (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 Helen Williams (Policy Officer – Office of the Police and Crime Commissioner)
- Also in attendance: Anna Baker (Checkpoint Cymru Manager) and Inspector Iwan Jones (North Wales Police)

86. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Peter Read (Gwynedd Council) and Richard Jarvis (Lead Officer and Legal Advisor).

The Scrutiny and Committee Services Officer advised that Councillor Peter Read had recently resigned and plans were under way to appoint his replacement Councillor Edgar Owen.

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

Councillor Chris Bithell (Flintshire County Council) declared a personal interest, as he is a trustee of the Deeside Domestic Abuse Safety Unit which benefits from funding from the Police and Crime Commissioner.

Councillor Arnold Woolley (Flintshire County Council) declared a personal interest, as he is a member of the Flint Branch of NARPO, the International Police Association (IPA) and a co-ordinator, for Buckley Community Speed Watch Team, under supervision of North Wales Police Force, St. Asaph.



Whilst this interest was not declared at the start of the meeting, Councillor Dana Davies (Wrexham County Borough Council) declared a personal interest, as reference was made to Justice in Day production in Minute 94, which was originally funded by Scottish Power, whom she was employed by.

88. **URGENT MATTERS**

None.

89. **CHECKPOINT CYMRU**

The North Wales Police and Crime Panel (PCP) received a presentation from Anna Baker (Checkpoint Cymru Manager) and Inspector Iwan Jones (North Wales Police) on the Checkpoint Cymru programme.

The PCP was advised that Checkpoint was a multi-agency initiative, which aimed:

- To reduce the number of victims of crime by reducing reoffending.
- To tackle the underlying causes of offending behaviour such as mental health, substance misuse and financial issues.
- To provide an alternative to the Criminal Justice System.

The adult offender scheme would look at why people offended and what could be done to stop them. It would offer a 4 month contract to engage and non-compliance would mean prosecution. Offenders were supported through the process by specialist Navigators (some of whom were in attendance at the meeting), who would utilise the Adverse Childhood Experiences toolkit to identify underlying issues.

The presentation covered the following areas:

- Who is eligible for Checkpoint:
  - Individuals must live within North Wales.
  - The offence must have taken place within North Wales.
  - Individuals must be aged 18 or over.
  - Individuals must have committed an offence which could potentially be eligible for an out of court disposal (domestic violence, hate crime and assault against emergency service workers would not be included).
- Conditions of the Contract:
  - Not to reoffend over the period of the contract.
  - To take part in a restorative approach, if requested by the victim.
  - Attend sessions with relevant services to address personal issues
  - To complete voluntary community work.

- Benefits:
  - Reduced reoffending.
  - Reduced number of victims.
  - Safer communities.
  - Positive contribution to the community by offenders.
  - Reduced demand in the longer term on police and other agencies.

The Chief Executive (Office of the Police and Crime Commissioner (OPCC)) extended his thanks to Anna Baker (Checkpoint Cymru Manager), Inspector Iwan Jones and Helen Williams (Policy Officer – OPCC) for all their hard work in setting up the programme.

The PCP extended their thanks for the informative presentation and discussed the following:

- Success rates of a similar initiative in Durham:
  - The PCP was advised that in Durham the reoffending rate for those who have been on Checkpoint had reduced to under 15%.
  - 95% of those on the Drug Education Programmes did not go on to reoffend.
- Eligibility and breach of contract:
  - Those who reoffended were allowed on the programme up to a maximum of 3 times within their lifetime and there had to be 18 months between each offence.
  - The offender had to admit the offence and agree to the terms of the contract, which could mean restorative justice.
  - If the offender failed to adhere to the terms of their contract then they would be charged with the original offence and the CPS informed within the six month timescale; it was noted that there would be a case conference for those who failed their contract.
  - On some occasions it may be that Checkpoint was not the right intervention and the offender would be referred to a more specialist intervention programme.
  - The programme was not open to young people under the age of 18, as the Youth Justice System already had in place an effective Youth Diversion Scheme.
- Experience and workloads of the Navigators:
  - Whilst the Navigators did not need specific qualifications, they had a breadth of life experience, particularly in helping those within the criminal justice system (Women's Aid, Prison, Trainers, Probation).
  - There were currently 9 Navigators and this was based on a baseline assessment undertaken by Bangor University. However, this would be reviewed post implementation by the OPCC, who had developed a framework, to ensure the caseloads were effective.
  - In respect of those who reoffended, it would be beneficial to both the Navigator and the offender to have the same Navigator, however this would depend on workload and staff turnover.
  - The Navigators would be supported in the same way as North Wales Police staff.

- Working with other agencies:
  - Whilst the Navigators would work with other agencies to ensure the offender was supported throughout their contract, the majority of the interventions required would be undertaken in house; other agencies would not be involved at the contract stage, it would be up to the Navigator to make the appropriate referrals.
  - The Navigators would also make use of the Commissioner's commissioning projects such as Women's Pathfinder.
  - Other agencies were keen to assist in the programme.
- Reviewing/scrutinising the benefits of the Programme:
  - The Checkpoint Cymru Manager advised that Bangor University would be undertaking an evaluation of the programme.
  - The Out of Court Scrutiny Panel would also be reviewing the programme.
  - North Wales Police would also be monitoring the programme.
- Funding of the Programme:
  - The Programme had been funded from the Early Intervention Fund.

The Chief Executive confirmed that feedback from the review undertaken by Bangor University and the OPCC's post implementation review would be presented to a future meeting of the PCP.

The Chair wished the Navigators every success in their new roles.

#### 90. **ANNOUNCEMENTS BY THE CHAIR**

The Chair congratulated PC Gareth Jaggord, who is a member of the underwater team and had been nominated for a national police bravery award.

The Chair also requested that the Panel writes to Councillor Peter Read thanking him for this contribution to the North Wales Police and Crime Panel.

#### 91. **MINUTES**

The minutes of the North Wales Police and Crime Panel held on 17 June 2019 were submitted for approval.

#### **RESOLVED-**

**That the minutes of the North Wales Police and Crime Panel held on 17 June 2019 be approved, subject to the word 'to' being included in the following sentence:**

- **'The PCP supported an increase in the police precept, in order to support the implementation of the Operational Programme, which would see investment in an additional 30 Police Officers and 10 Police Staff.'**

## 92. **UPDATE ON ACTIONS FROM THE PREVIOUS MEETING**

Feedback on actions/points made at the previous meeting were provided as follows:

- Minute 73 – Presentation by Chief Constable Carl Foulkes (North Wales Police):
  - Following the closure of the Custody Unit in Dolgellau, North Wales Police were working with Dyfed Powys Police and detainees were being transported to Aberystwyth Custody Unit where appropriate.
  - Investment in Road Policing: The Police and Crime Commissioner (PCC) advised the Police and Crime Panel (PCP) that discussions were yet to be had with the Force in respect the budget for 2020/21.
  - Dealing with drivers with no tax, MOT and insurance: The PCC advised that such offences were dealt with within the resources available.
- Minute 79 – Feedback from Member Champions:
  - Domestic Abuse Champion: In respect of the data, which showed that there had been an increase in the number of domestic abuse repeat victims within 12 months, the PCC confirmed that this matter was due to be discussed at the next Strategic Executive Board and that he would report back accordingly.
  - Modern Day Slavery Champion: At the last meeting, the Chair made reference to the return home interview service and had asked Members to go back to their appropriate Councils asking why Conwy, Denbighshire and Gwynedd Councils were not providing this service. The Scrutiny and Committee Services Officers advised that she had received information which clarified that Councils were providing the service, some within existing resources, whilst others had dedicated posts. The Chief Executive acknowledged that Councils were providing a service, however this was inconsistent across the six Local Authority areas. The PCC advised that he'd had a positive meeting with Jane Hutt AM and was hopeful that funding would be secured to fund a regional solution to this.
- Periodic Update by the North Wales PCC (Priority 3 – Sexual Abuse):
  - In relation to the latest data set which showed that North Wales was the 10<sup>th</sup> highest in relation to reported rape offences, but 3<sup>rd</sup> in relation to positive outcomes for rape offences, the Chief Executive advised that a multi-agency review would be undertaken in relation to this and feedback would be provided in the future and included within the PCC's update report. The PCC felt that some context was required in respect of this data and perhaps case studies were required in order to understand the figures better and the support offered to the victim.
  - The Deputy PCC advised that Dame Vera Baird QC (Police and Crime Commissioner for Northumbria) had been invited to attend a meeting of the Criminal Justice Board to discuss prevention of domestic violence.

- In respect of what powers could be delegated to PCSOs, the Scrutiny and Committee Services Officer advised that she had circulated the information provided by the Chief Executive to all Panel Members.

93. **QUESTIONS TO THE POLICE AND CRIME COMMISSIONER**

None.

94. **LIST OF DECISIONS TAKEN BY THE POLICE AND CRIME COMMISSIONER**

Members were presented with a list of decisions taken by the Police and Crime Commissioner (PCC) from 18 May 2019 to 9 September 2019.

Members raised questions in relation to the following decisions:

- Theatre Company Arad Goch
  - The PCC advised that funding had been provided from his Office budget to support the pilot delivery of a production, which focused on Child Sexual Exploitation to 4 secondary schools across North Wales - Ysgol y Creuddyn (Conwy), Denbigh High (Denbighshire), Elfed High School (Flintshire) and Morgan Clwyd (Wrexham).
  - The Chief Executive clarified that, as it was a pilot scheme, the funding had been provided from the PCC's office budget, if it was successful it could be rolled out with funding from the Commissioning Fund.
  - Reference was made to funding of the Justice in a Day production; the PCC thought that replacement funding had been found.
- Funding for the Youth Project:
  - The Chief Executive advised that the PCC had provided funding in the region of £25k for the establishment of a Youth Commission for young people in North Wales aged between 14 and 25; the purpose of which was to engage and train a core group of young people who would then carry out peer to peer engagement across North Wales.
  - The PCP suggested that perhaps the Youth Commission should engage with the Youth Parliament.
- Movement in Reserves:
  - It was noted that the table within the decision notice should read balance at 31 March 2019 (not 2018).
- Firearms Range
  - The Chief Executive advised that investment into the site would enable North Wales Police to extend the training provision to other forces in England and Wales, which could provide income generation.

**RESOLVED-**

**That the information be noted.**

*(Councillor Dana Davies declared a personal interest, as reference was made to Justice in Day production, which was funded by Scottish Power, whom she was employed by).*

95. **FEEDBACK FROM MEMBER CHAMPIONS**

The Police and Crime Panel (PCP) received feedback from Member Champions as follows:

Organised Crime Champion

John Williams (Vice-Chair) made reference to the successes of the recent investigations into the crossbow murder on Anglesey and the County Lines drug operations.

It was hoped that the PCP would receive a presentation from North Wales Police on how these investigations were carried out.

Modern Day Slavery Champion

Pat Astbury (Chair) advised that Welsh Forces were working with the National Youth Advocacy Service to look at the return home interviews.

The Office of the Police and Crime Commissioner (OPCC) was also in the process of putting together a response to the Welsh Government's consultation on Safeguarding Children from Child Sexual Exploitation.

The PCP was also informed that the Police and Crime Commissioner had secured funding to hold a Modern Day Slavery Conference in December 2019, which would aim to raise awareness of modern slavery within workplaces, particularly in the Construction, Agriculture and Tourism sectors.

The Scrutiny and Committee Services Officer advised that she would circulate details of the conference to Lead Members of North Wales Authorities once confirmed.

Delivering Safer Neighbourhoods Champion

Councillor Hugh Irving, who had recently been appointed to this role, advised that he was in the process of organising a meeting with the Chief Executive of the OPCC, in order to go through the role of the Member Champion.

Finance Champion

Councillor Dana Davies advised that she had met with the Chief Finance Officer (OPCC) and advised that the Force and Commissioner had received a clean audit report, with very few items misstated in the accounts. The only material amendment related to the McCloud judgement, which resulted in an increase of £75m in the liability relating to the North Wales Police Pension Scheme.

However, since this liability was underwritten by the Home Office, this change did not impact on the usable reserves or financial position of the PCC or Force. Congratulations were extended to all those involved in completing the accounts.

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

Members were presented with the Police and Crime Commissioner's (PCC) periodic update from 1 May 2019 to 1 August 2019.

The report provided details of performance against the 2017/2020 Police and Crime Plan and provided the Police and Crime Panel (PCP) with the information, which the PCP reasonably required of the PCC for carrying out its function.

The PCC highlighted the following:

- The PCC had reviewed his Plan in March 2019 and whilst his four priorities remained, due to the increase in County Lines activities, he had introduced an overarching priority 'Reducing the criminal exploitation of vulnerable people'.
- Body Worn Video – evidential footage from body worn video had been obtained in 3.4% of domestic abuse occurrences; this rose to 16.5% where a Domestic Violence Protection Notice was issued.
- Domestic Abuse Officer Training – It had recently been identified that specialist training was lacking in the region and plans were underway to design a specific training input for Domestic Abuse Officers.
- Child Sexual Exploitation – the Sexual Abuse Referral Centre (SARC) had produced a video with victims who had used the services of SARC, who wanted to share their stories to help other victims. The Scrutiny and Committee Services Officer would circulate links to the video to Panel Members.
- Organised Crime and County Lines – the PCC advised that profiles/assessments were being produced to capture collective issues contributing to the wider threat of serious and organised crime. Thanks were extended to those involved for the work they had undertaken in producing the documents; the PCC would discuss with the Force, if redacted versions of the profiles/assessments could be shared with the PCP.
- Delivering Safer Neighbourhoods – User Satisfaction Surveys: There had been a reduction in satisfaction levels across all service areas up to June 2019; however, it was noted that there had been a sizeable reduction in the number of surveys completed. The PCC advised that this matter would be discussed further at the Strategic Executive Board to understand the reasons, particularly in relation to the 'follow up' service.

**RESOLVED-**

**That the information be noted.**

97. **UPDATE ON THE 2019/20 BUDGET (AS AT 31 JULY 2019)**

The Chief Finance Officer presented a report, which provided the North Wales Police and Crime Panel (PCP) with confirmation of the completion of the Statement of Accounts for the financial year ended 31 March 2019 and an update on the policing budget for North Wales as at 31 July 2019.

Members were advised that following the audit, the Auditor General had issued an unqualified audit report and thanks were extended to the Finance Team for all their hard work in preparing the accounts.

Members were also advised that the net underspend currently stood at £145k, due to alterations to the building at Llandegi and the proposals to train additional detectives via the Detective Now programme.

There was still uncertainty around the funding for the additional 20,000 police officers across England and Wales and there were concerns that funding would have to be found via local taxation. In order to start the recruitment process, an additional 18 Officers would be recruited in October 2019, with additional resources being in place to facilitate this.

The PCP was also advised of ongoing issues relating to the forensics contracts, which could result in an increase in charges of 30% (compared with the previous estimate of 25%).

The Police and Crime Commissioner informed the PCP that discussions were underway with the National Police Chiefs Council to look for a solution and ensure the resilience of this specialist industry; one solution could be to bring the service in-house (via an arms-length company). The PCP welcomed the discussions being had at a national level and offered its support as required.

The Chief Finance Officer also provided an explanation for the movements in the reserves and reasons for capital borrowing.

The Finance Champion advised that there was still no indications what the provisional settlement would be for the 2020/21 budget.

**RESOLVED-**

**That the report be noted.**

98. **SUMMARY OF COMPLAINTS RECEIVED: SEPTEMBER 2018 - SEPTEMBER 2019**

The North Wales Police and Crime Panel (PCP) was presented with a report, which provided a summary of complaints received against the Police and Crime Commissioner (PCC) and Deputy PCC between September 2018 and September 2019.



The PCP had received 2 complaints against the PCC during the reporting period, however, the Lead Officer was of the opinion that these were not recordable and were an abuse of the complaints procedures, as set out in the Regulations.

Whilst the PCP only had the remit to deal with complaints made against the PCC and Deputy PCC, the PCP had received 10 complaints regarding the North Wales Police in the reporting period; the complainants had been advised of the correct procedure to follow in respect of their complaints.

In respect of determining the types of complaints received, which had been delegated to the Lead Officer and Legal Advisor to the PCP, it was suggested that perhaps consultation should be undertaken with the Chair and Vice-Chair in this process. The Scrutiny and Committee Services Officer would discuss this further with the Lead Officer.

**RESOLVED-**

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

**(b) That consideration be given to including the Chair and Vice Chair in the process for the determination of complaints received.**

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

Members were presented with the Forward Work Programme (FWP) for the North Wales Police and Crime Panel.

Whilst it had been omitted from the FWP, the PCP would receive a presentation from Leaders Unlocked on developing a Youth Commission in December 2019.

Therefore, as the meeting on 9 December 2019 was congested, it was agreed that updates on the Early Intervention Fund and the Operational Improvement Programme be included within the Police and Crime Commissioner's periodic update report and the update on the Violence against Women, Domestic Abuse and Sexual Violence Team be deferred to a future meeting.

It was also noted that the item for 27 January 2020 should read Revisions to the Police and Crime Plan (not Panel).

**AGREED-**

**That the Forward Work Programme for the North Wales Police and Crime Panel be approved, subject to the changes above.**

100. **UPDATE BY THE DEPUTY POLICE AND CRIME COMMISSIONER**

The Deputy Police and Crime Commissioner (PCC) wanted to reassure the Police and Crime Panel (PCP) that discussions were taking place with the Force in relation to the implications of Brexit on policing in North Wales, however the Deputy PCC was not in a position to share information at this stage, as it was deemed officially sensitive.

The Deputy PCC also assured Members that meetings were taking place regularly at a national, regional and local level.

The PCC advised that he had raised concerns publically on a number of occasions regarding the UK leaving the EU without a deal and the impact this could have on policing and security in the UK. It was likely that Police Forces would be excluded from 36 shared services currently used to target criminals across Europe and it was anticipated that there would be an increased risk to security.

Members were also advised that the PCC had written to the Home Office and the Prime Minister in relation to a Border Force recruitment advert, which had omitted Holyhead port from the advert.

There were concerns raised by the PCP, that the DPCC was unable to share more detailed information with Panel Members, due to it being officially sensitive, as it was felt the PCP should be aware of what contingency plans were in place and the implications for policing in North Wales.

It was suggested that the PCP writes to the Chief Super-Intendent (North Wales Police) asking if he could provide the Panel with the latest Brexit Briefing. In addition, the Chair and Vice Chair would bring the matter up at their forthcoming meeting with the Welsh Local Government Association (WLGA).

101. **DATE OF NEXT MEETING:**

The next meeting would take place on Monday, 9 December 2019 at 10.00 am.

(The meeting ended at 4.10 pm)

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## QUESTIONS TO POLICE AND CRIME COMMISSIONER

Person submitting question	Date of PCP Meeting	Question	Submitted to PCC
Cllr Dylan Rees	31/01/2020	<p>In his draft annual report the PCC provides a progress report on his five strategic priorities contained within the “Police and Crime Plan”. In the section relating to the priority “Delivering Safer Neighbourhoods” the following paragraph appears:</p> <p>“In order to ensure officers and staff spend as much time as possible out on the streets and not in police stations, during this reporting period new mobile devices were deployed to 600 additional users. These new devices provide users with the ability to be out and about more in the communities they serve rather than being tethered to the station.”</p> <p>Key to the aim of providing a visible policing presence is the role of Police Community Support Officers (PCSO’s). However, I have received concerns of late from the local community of a reduction in patrols by PCSO’s. I am given to understand that the reasons for this are two-fold. Firstly a reduction in the overall numbers of PCSO’s and secondly that their work is now more concentrated on what is referred to as “desk based problem solving”.</p> <p>Could the PCC therefore answer the following:</p> <ol style="list-style-type: none"> <li>1. What are the figures for the numbers of PCSO’s for the last two years?</li> <li>2. Has there been a policy change in respect of their deployment?</li> </ol>	22/01/2020

## AGENDA ITEM 6c

	<p><b>POLICE AND CRIME PANEL</b></p> <p><b>31 January 2020</b></p> <p><b>DECISIONS</b></p> <p><b>Report of the Chief Executive</b></p>
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### **1. INTRODUCTION**

- 1.1 The Police and Crime Commissioner (“the Commissioner”) is responsible for making a number of decisions throughout the year. These can include issues such as the budget and precept, appointments, policing priorities and legal transactions.

### **2. HOW ARE DECISIONS MADE**

- 2.1 The Decision Making Policy provides the decision making process that the Commissioner for North Wales will adhere to. It provides the parameters, approach and principles and outlines the procedures for recording and publication of decisions made.
- 2.2 Decisions taken by the Commissioner will primarily arise from discharging his statutory functions: moreover, a statutory duty has been placed on the Commissioner to record and publish decisions of significant public interest arising from the exercise of those statutory functions, whether made by the Commissioner in private or as a result of a meeting of a public or private nature.
- 2.3 The statutory requirements in The Elected Local Policing Bodies (Specified Information) Orders 2011/12 and 13 (“the Orders”) for the recording and publication of information surrounding decisions, requires specific elements to achieve transparency and ensure integrity of those making decisions. Decisions made which are considered of interest to the public will be published on the Commissioner’s website and provided for the attention of the Panel in this report.

### **3. SCRUTINISING THE DECISIONS MADE BY THE COMMISSIONER**

- 3.1 The Police and Crime Panel is responsible for overseeing the Commissioner and scrutinising his decisions.
- 3.2 It is the Commissioner’s intention to provide the Panel with a summary of all decisions made along with a summary of why the decision was made. It is intended that this will support the Panel in carrying out its duty in scrutinising his decisions.

### **4. RECOMMENDATIONS**

- 4.1 That the Panel note the content of this report.

## 5. DECISIONS LOG

5.1 The table below sets out the key decisions made from 16 August 2019 to 16 January 2020.

Date	Title and Links to the full decision	Summary
16.08.19	Authorisation to borrow	<p>The Commissioner has approved a request to borrow up to £10m from the Public Works Load Board as advised by our treasury management advisors, Arlingclose.</p> <p>The Head Of Finance is authorised to determine, taking into account advice from Arlingclose whether to borrow the whole sum immediately, or to defer part to minimise the risk and cost of holding higher cash balances.</p> <p>The Financial Strategy recognises a need to fund the recurrent underlying level of capital costs from capital grant and revenue contributions, this level being circa £5m pa, and the <a href="#">MTFP</a> reflects an increase of £1m pa in revenue contributions until this level is met. The affordability of this is reviewed in each budget setting cycle.</p>
24.09.19	Youth Offender Teams, North Wales	<p>Funding from the Crime and Disorder Reduction Grant has been provided to the Youth Offender Teams across North Wales. This is not new funding.</p> <p>£43,814 has been awarded to Gwynedd and Anglesey, £43,657 to Conwy and Denbighshire, £37,864 to Flintshire and £42,205 awarded to Wrexham.</p> <p>The Crime and Reduction Grant is funded from the main Home Office Grant and precept.</p>
24.09.19	Drug Intervention Programme	<p>Continued funding amounting to £792,622 towards the Drug Intervention Programme (DIP) has been awarded.</p> <p>The DIP programme is intended to provide a service aimed at reducing offending by substance users by assisting this specific group of people into drug treatment.</p> <p>The money is provided from the Crime and Disorder Reduction Grant obtained from the main Home Office Grant and precept.</p>
24.09.19	Wrexham Homeless	Continued funding of £15,500 has been made available from the Crime and Disorder Reduction

	Prevention Programme	<p>Grant to support this work. Previously the Homelessness Prevention Grant Programme (Section 180 Funding) supported this work. Wrexham Borough Council and the Area Planning board will be providing a contribution which is a 3 way split for 1 year.</p> <p>This work supports the Commissioner to meet his main statutory duty of delivering an effective and efficient policing in North Wales. This work will be monitored through performance data, case studies and management information.</p>
24.09.19	VAWDASV	<p>Following a proposal at the North Wales Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board it was decided that the Office of the Police and Crime Commissioner (OPCC) should be the accountable body (Regional Banker) for the provision of IDVA services across the area. The joint funding for 2019/20 includes the current funding by the OPCC and the VAWDASV grant (previously paid directly to local authorities) to be amalgamated into one pot to protect the current IDVA, ISVA, CSA and perpetrators programmes in all six local authorities.</p> <p>This decision has no financial implication for the OPCC; it was a decision taken to enable the streamlining of the accounting function.</p>
20.08.19	Victim Service Grant	<p>The Commissioner has agreed to continue funding for all the services which provide direct support for victims of crime in the region.</p> <p>Without this much needed support provision would not be in place for IDVA's, ISVA's, CSA support and Victim Support across the region. This funding has been able to provide stability for key services.</p> <p>The Victims Services Grant is provided by the Ministry of Justice. Allocations have been made as follows:-</p> <p>Victim Support - £361,602  Grŵp Cynefin - £41,300  North Wales Women Centre - £11,900  Hafan Cymru - £36,400  Domestic Abuse Safety Unit - £138,024.57  BAWSO - £35,000  Sexual Assault Centre, BCUHB - £120,000  Rape and Sexual Assault Centre - £22,000</p>

		Stepping Stones - £17,000
24.09.19	Children Affected by Parental Imprisonment (CAPI)	<p>Continued financial support amounting to £9,500 has been approved to support the CAPI project from the Crime and Disorder Reduction Grant.</p> <p>The funding supports two positions, a Regional Programme Manager and a Programme Officer.</p> <p>The purpose of this multi-agency project is to improve understanding of the current situation faced by children and families affected by imprisonment in North Wales, identify those children and increase access to support.</p>
24.09.19	Women's Pathfinder Project	<p>£30,604 has been made available from the Crime and Disorder Reduction Fund to support the continuation of this project until 30 September 2019.</p> <p>This project has been led by NOMS in Wales, the four Welsh Police Forces and the four Police and Crime Commissioners with support from Welsh Government and a wide range of partners.</p> <p>The Commissioner remains committed to supporting female offenders and will consider all options for the delivery of diversionary activities from 1 October 2019.</p> <p>Whilst this is being reviewed the North Wales Women's Centre will be continuing with the delivery of the existing scheme until 30 September.</p> <p>This piece of work links into the Police and Crime Plan and the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy.</p>
24.09.19	OWL Cymru Community Networks	<p>£9,500 has been made available from the Crime and Disorder Reduction Grant to support this innovative work. This contribution supports two positions, a Regional Programme Manager and a Programme Officer.</p> <p>This work will help the Commissioner meet his main statutory duty of delivering an effective and efficient policing service in North Wales. This work will be monitored through the Safer Communities Board where performance updates will be tabled.</p>

24.09.19	Caring Dads	<p>The Commissioner approved a contribution of £10,000 to Caring Dads. This is a programme devoted to ensuring the safety and wellbeing of children through working with fathers who have abused and neglected their children or exposed them to abuse of their mother.</p> <p>Finance has been provided from the Crime and Disorder Reduction Grant.</p>
24.09.19	West Rhyl Youth Project - The Stand Against Initiative (SAVI)	<p>A contribution of £20,000 has been approved towards the delivery of the West Rhyl Youth Project. This new scheme has been launched to help young people in Rhyl stay out of trouble. The SAVI has brought together police, other local organisations and charities in a project aimed at reducing violence and anti-social behaviour amongst youngsters aged 11-16.</p> <p>This scheme has been developed as part of the Home Office Early Intervention Fund that is designed to tackle serious violence through a variety of local schemes. This is an All Wales Project which involves all four Police and Crime Commissioners which has been specifically developed to work collaboratively in tackling these serious issues in our communities.</p> <p>Finance was provided from the Crime and Disorder Reduction Grant.</p>
24.09.19	Checkpoint Cymru	<p>£283,766 has been made available from the Crime and Disorder Reduction Grant to support this innovative work.</p> <p>CheckPoint Cymru is the Commissioner's initiative based on a successful model used in Durham Constabulary. The project targets low level offenders entering the criminal justice system by providing them an alternative to a criminal prosecution. This alternative is a four month programme which identifies and treats the underlying causes of their offending behaviour. If the offender fails to complete or comply with the four month programme they will return to the criminal justice system and face prosecution.</p> <p>The CheckPoint Cymru project went live on 1 December 2019 and performance is being monitored by the CheckPoint Governance Board chaired by the Commissioner.</p>



24.09.19	Detective Now	<p>Police Now is running the pilot of the national Direct Entry Detective scheme for UK police forces. The pilot scheme is partially funded by the Home Office and has been offered to police forces as a way to assist forces to increase the number of detectives to mitigate the national shortage. Police Now is the only authorised supplier of the scheme; the training programme has been licensed by the College of Policing, and the programme is compliant with PEQF.</p> <p>As there are no other suppliers in the market, it was necessary to enter the agreement with Police Now in order to engage in this type of activity to facilitate an increase in the number of detectives.</p> <p>This is a waiver to our Standing Orders relating to Contracts.</p> <p>The estimated cost is £165,000, plus the salaries and other costs associated with 10 detectives.</p>
24.09.19	Works at Llandygai PS	<p>Llandygai is a busy Police Station with a number of staff, officers and vehicles operating from that location. There is limited parking on site, and no public car parks within safe walking distance. With a change in shift patterns and increasing officer numbers, it is proposed to increase the number of car parking spaces and provide additional lockers and associated facilities.</p> <p>The total cost is estimated to be £156,790.74, to be funded from the in-year revenue budget.</p>
25.10.19	Solon Security – Handheld Weapon Detector Wands	<p>Approval has been given to contribute £159.50 towards the purchase of the handheld weapon detection wands to support the ‘Op Spectre’ initiative by North Wales Police.</p> <p>‘Operation Sceptre’ is a week-long initiative forming part of a larger knife crime national initiative.</p> <p>The week long Operation will be run throughout the North Wales Police Force area. The aims will be to:</p> <ul style="list-style-type: none"> <li>• Reduce serious violence involving young people as victims and as offenders, including those involved in gang related violence.</li> <li>• Reduce the carrying of knives by young</li> </ul>

		<p>people on the streets of North Wales.</p> <ul style="list-style-type: none"> <li>• Gain the support of communities and young people for police action to reduce youth violence.</li> <li>• Assist with the night time economy.</li> <li>• Reduce the overall impact of knife crime on communities within North Wales.</li> </ul> <p>The detection wand will assist and educate the premise in the management of customers who may be suspected of carrying knives and weapons. Each kit will consist of a detection wand and knife containment tubes. The detection wand is not limited to the number of times that it can be used and it can be set to highlight detection or to provide discrete notification to the user.</p> <p>Finance has been provided from the Crime and Disorder Reduction Grant.</p>
25.10.19	Victim Support - Fraud Case Worker	<p>A contribution of £9,827 has been made available from the Crime and Disorder Reduction Grant in order to support the role of Fraud Case Worker at the Victim Support Centre.</p> <p>The purpose of the role is to deliver frontline service to victims of fraud in North Wales providing high quality, accessible and relevant telephone and Livechat support for victims of Fraud.</p> <p>This role is the first of its kind within victim services across the UK and it will be giving fraud victims independent support, providing them with a specific point of contact together with case management from start to finish.</p>
25.10.19	Bangor Evaluation	<p>The Commissioner has commissioned Bangor University to conduct an evaluation of the Checkpoint Cymru Diversion Scheme. This work will ensure that the evaluation informs and picks up any concerns, problems, and barriers during the implementation. The aim is for the researcher to start one month before Checkpoint Cymru goes live to ensure the evaluator is involved in training, information meetings and early communication.</p> <p>The expectation is that the implementation process will be improved by independent</p>

		<p>research and ongoing feedback ensuring that the diversion scheme would be better informed by reference to academic research, independent feedback on the implementation process and recommendations for improvement.</p> <p>£4,750.00 has been made available from the Crime and Disorder Reduction Grant.</p>
25.10.19	Misconduct Members	<p>The Commissioner has approved the second term of appointment of independent members who sit on police misconduct hearing panels.</p> <p>All 4 members are prepared to remain as members for a further period of 5 years.</p> <p>As from 1 February 2019, the independent members may also be called to sit on Police Appeals Tribunals.</p> <p>Expenses and allowances are paid in accordance with the Home Office Appeal Tribunal Members' terms and conditions.</p>

5.2 Additional information can be found on the Commissioner's website ('[How we make decisions](#)').

## 6. LEGAL TRANSACTION

6.1 In accordance with "the Orders", the Commissioner publishes information on the Contracts, Property Transactions and Waivers to Standing Orders he has approved.

6.2 This report is put to the Joint Audit Committee for their information and scrutiny.

6.3 The latest report for the period ending [30 June 2019](#) can be found here - <http://www.northwales-pcc.gov.uk/en/Information/Legal-Reports.aspx>.

## 7. BACKGROUND PAPERS

7.1 Decision Making Policy, OPCC North Wales

7.2 The Elected Local Policing Bodies (Specified Information) Order 2011

7.3 The Elected Local Policing Bodies (Specified Information)(Amendment) Order 2012

7.4 The Elected Local Policing Bodies (Specified Information)(Amendment) Order 2013

**Report Author**

Stephen Hughes, Chief Executive Officer

Meinir Jones, Executive Officer

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

<b>Title:</b>	<b>Precept and Council Tax 2020/21</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 31 January 2020</b>
<b>Author:</b>	<b>Kate Jackson, Chief Finance Officer</b>

### 1. Introduction

- 1.1 The purpose of this report is to review the financial situation of the Police and Crime Commissioner for North Wales and to make recommendations for the 2020/21 precept and council tax.

### 2. Recommendations

- 2.1 To increase the precept to £84,990,106
- This will increase council tax by 4.50% - this is equivalent to £290.61 per annum, an increase of £12.51 per annum, or 24p per week for a band D property.
  - This is an increase in precept of 4.89% from 2020/21
- 2.2 To note that £2.358m of savings have been identified for 2020/21.
- 2.3 To note that £2.358m of the savings will be reinvested in front line activities.
- 2.4 To note that a further 62 Police Officers will be funded by the Government (Operation Uplift).
- 2.5 To note the Medium Term Financial Plan, which includes the following assumptions:
- That Council Tax will increase by an estimated 4.50% in 2020/21, and 4.13% in 2021/22, 3.97% in 2022/23 and 3.81% in 2023/24 and 3.67% in 2024/25.
  - That policing grants are estimated be frozen at current levels in 2020/21 onwards.
  - That annual pay awards will be 2.5% from September in each year.
  - To note that at the time of writing this report, there had been no settlement announcement relating to police funding. This was due to the general election held on 12 December 2019.
- 2.6 To note that at the time of writing this report, there had been no settlement announcement relating to police funding. This delay is due to the general election, held on 12 December 2019.

### 3. Summary Budget 2020/21

	£m	
<b>Budget 2019/20</b>	<b><u>154.264</u></b>	
Inflation requirements	3.960	2.57%
Savings identified	-2.358	-1.53%
Reinvestment	2.358	1.53%
<b>Budget requirement 2020/21</b>	<b><u>158.224</u></b>	2.57%
<b>Estimated total funding 2019/20</b>		
Government Grants (Estimate)	73.234	0.00%
Council Tax	£290.61	4.50%
Multiplied by tax base	292,454.17	0.37%
Precept (funding proportion 53.71%)	84.990	4.89%
<b>Total funding available</b>	<b><u>158.224</u></b>	<b>2.57%</b>

### 4. Statutory Items

#### 4.1 Quality of Information

- 4.1.1 The Chief Finance Officer is required under the Local Government Act 2003 (s5) to comment on the suitability of the information to be used as the basis for budgetary decisions. The Chief Finance Officer confirms that the figures in the various reports are the products of procedures that continue to be operated to the highest professional standards. These systems are audited both internally and externally, and external audit has never issued a qualified audit report. Therefore, in the opinion of the Chief Finance Officer this information is fit for purpose.
- 4.1.2 The same Act also requires the Chief Finance Officer to comment on the adequacy of reserves to be provided in the budget. In the opinion of the Chief Finance Officer the general reserve will continue to be adequate for the day to day operational needs of the Force. The reserves have been reviewed, and further details are provided in section 9. However, the reserves are now approaching the lower end of the acceptable range, and there may be a need to replenish the reserves over the course of the MTFP should they be required to fund unplanned expenditure or for the capital programme.

### 5. Background

- 5.1 The Government's Austerity Programme, which began in 2011, has resulted in substantial cuts across the public sector. Government funding was reduced by 20.8% in cash terms, which is the equivalent of a real terms reduction of 31.7% (taking inflation into account) by

2019-20. In addition to this Police Officer Employer Pension contributions increased from 24.2% to 31% in 2019-20, and although some additional funding was provided, this still produced a net increase of over £2m in costs. This resulted in a Council Tax increase of 7.74% in 2019-20, compared to Council Tax increases between 1.91% and 3.98% during the period 2011-12 to 2018-19.

- 5.2 The overall effect of the reduced funding available and inflationary and other pressures resulted in £33.031m of cuts being made to budgets over a 9 year period. This is equivalent to a 22.3% cash reduction in the 2010-11 pre austerity budgets of £148.035m. The annual cuts are as shown in the table below:

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Cuts Made	£4.678m	£6.016m	£4.634m	£4.325m	£4.448m	£2.838m	£2.686m	£1.479m	£1.927m

- 5.3 On 4 September 2019, the newly appointed Chancellor of the Exchequer, the Rt Hon Sajid Javid MP announced the outcome of the Spending Round 2019 (SR2019), sometimes referred to as the 'Spending Review'. The SR2019 set out public spending totals for the financial year 2020-21. This was prior to the General Election being announced. The run up to, and the nature of, the SR2019 was significantly affected by Brexit. With Prime Minister Boris Johnson set on ensuring that the United Kingdom left the European Union at that time by 31 October 'Deal or No Deal', the SR2019 was set against the backdrop of much political and economic uncertainty. SR2019 is unusual, though not unique (SR2013), in that it covers spending only for a single year; spending reviews generally cover multiple years. It is expected that a comprehensive multi-year spending review (CSR) will occur in 2020; whilst the previous Chancellor alluded to a three-year CSR, the length of CSR2020 is unconfirmed
- 5.4 The SR2019 did announce funding for the additional 20,000 officers over 3 years, however this was not detailed in any form, and until the announcement is made it will be unclear whether current inflationary costs and costs associated with increasing officer number will be funded. The additional grant towards the Officer Employer Pension at the same cash level (no inflationary increase) was included. Once the General Election was announced no further information was provided. In order to ensure that PCCs maintained real-terms funding despite no increase in central grant funding, the Home Office in recent years assumed a council tax increase of £12 in 2018-19; and to accommodate the additional police officer pension contributions and increased demand, this was increased to £24 in 2019-20. Welsh Government has not set a fixed capping limit for council tax.

## 6. The Planning Process

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

- 6.2 The overall purpose of the planning process is to prioritise resources to align spending plans with the Police and Crime Commissioner's priorities and the Chief Constable's vision. The priorities are set out below

**Police and Crime Plan Priorities**

- Reducing Criminal Exploitation of Vulnerable People
- Domestic Abuse
- Sexual Violence
- Modern Slavery
- Organised Crime
- Safer Neighbourhoods

**The Chief Constable's vision is**

***Making north Wales the safest place in the UK; by Preventing Crime, Protecting Communities and Pursuing offenders.***

- 6.3 The budget planning process for 2020-21 involved the implementation of the Operational Improvement Programme carried out during 2018-19 which covered 47% of the Force budgets and the review of the remaining areas. 40% of the budgets were subject to a Priority Resource Planning (PRP) process where managers set out various service levels. The remaining 13% of the budgets were reviewed outside of these processes.
- 6.4 In addition to the above, the normal process to develop future budget requirements was undertaken, details of which are set out within this Medium Term Financial Plan (MTFP). In developing the submissions by managers and this MTFP, the following were taken into account:
- Local and National priorities as set out in the Police and Crime Plan and the Force's Vision
  - New and developing pressures
  - The strategic planning process
  - Force Management Statement
  - Other Force strategies
  - Current economic climate
  - Estimates of resources available to fund the Medium Term Financial Plan
  - Budget forecasts for the period including pay awards
  - The current financial position
  - The Capital Programme, Prudential Code and their effect on the Revenue Budget
  - Reserves and Balances
  - Income generation, trading activities and grants
  - Collaboration
- 6.5 The Force Management Statement (FMS) is in its second year. The FMS analysed future demand against the capacity and capability of our teams. It used data analysis and interviews with subject matter experts. All departments were risk assessed considering the



demand trend and resources available, to rank them according to risk and resources needed. Statistical forecasts were used to project resource requirements and inform PRP bids.

- 6.6 The main process used during the 2019-20 planning cycle was the Priority Resource Planning (PRP). This is a structured approach where managers set out various service levels and the resources required to deliver them. The process involved managers presenting their plans to a Panel at three stages. The PRP Panel comprised the Deputy Chief Constable (Chair), the Assistant Chief Constable and the Director of Finance and Resources. The Panel was supported by the Chief Finance Officer, representatives from the Police Federation and Union, and the PRP Team, who were able to observe the process, and offer technical advice and support.
- 6.7 Two meetings were held with the Chief Officer team to finalise the outcome from the PRP process. This allowed estimated available resources to be applied to priorities and informed the allocation of the 62 additional Officers from Operation Uplift. The outcome was then discussed at the annual Budget Setting meeting with Service Leads and others which brought together the results of PRP, OIP implementation, Savings Plans and all other elements of this MTFP. This then formed the proposal put forward to the PCC and his team.
- 6.8 A meeting was held on 18 December 2019 between the Commissioner, the Chief Constable and their representatives on to discuss the budget proposals. As the funding announcements had not been made at that time assumptions were reviewed and it was agreed to progress the setting of the budget for 2020-21 by the statutory dates.

## **7. Funding Allocations**

- 7.1 The 2019-20 settlement was for one year only, no indicative allocation for 2020-21 was announced at that time whereas in previous years grant settlements have been announced in December preceding the financial year, due to the General Election, Brexit legislation and a new Government (being in place) the announcement has not been made.
- 7.2 On 4 September 2019, the newly appointed Chancellor of the Exchequer, Rt Hon Sajid Javid MP announced the outcome of the Spending Round 2019 (SR2019), sometimes referred to as the 'Spending Review'. The SR2019 set out public spending totals for the financial year 2020-21. It is expected that the SR2019 will be the basis of funding allocations for 2020-21. The SR2019 did not give force area allocations but did announce an increase in officer numbers by 20,000 in England and Wales. Subsequently North Wales Police has been informed that it is to receive an allocation of 62 as the first phase of the uplift, which covers an increase of 6,000 by March 2021 in England and Wales. No financial details have been confirmed yet. The estimated annual cost of the 62 at 2020-21 prices, including equipment and training, is £3.050m. Once the allocation of the further 14,000 officers is known, the cost of the additional allocation and probable infrastructure costs will need to be reassessed. For the purpose of this plan it is assumed that the costs in 2020-21 will be fully covered by additional grant.

- 7.3 The specific Pension Grant (£1.5m) awarded in 2019-20, to contribute towards the cost of the increased Police Officer employer contributions, has been continued initially for one year but with the expectation that it will be recurring. No indication has been given on the general grant and therefore the assumption of flat funding (no increase, no decrease) has been made as per the previous MTFP and is consistent with the majority of other Forces. Officer and Staff pay awards were agreed at 2.5% in September 2019; this was higher than the estimated 2% increase. The 2.5% increase has been assumed for future years.
- 7.4 It is anticipated that a 3 year spending review will be conducted over the summer in preparation for the 2021-22 settlements.
- 7.5 Top slicing of the amount available to Policing continues, with a further increase of £84m in 2019-20. The total top slice now reduces the core grant received by North Wales by £10.6m, only a small proportion of which will be received in additional funding or direct benefit.
- 7.6 There is a great deal of uncertainty around future funding, there seems to be an acceptance in the Home Office that Police funding has been cut as much as possible, but economic uncertainties around Brexit make it difficult to predict how much resources will be available. A view has been taken to project a flat level of funding from 2021-22 onwards.

## **8. Budget 2020-21 to 2024-25**

- 8.1 The detail of the Budget and changes for 2020-25 and future years are shown in Appendix A.
- 8.2 The main assumptions are as follows:
- Annual pay inflation 2.5% applied from September (increased from 2%)
  - General Inflation 2%, specific inflation applied where known
  - Council Tax increase of 4.5% in 2020-21 (£12.51) and £12 per annum in the following years which equate to 4.13% in 2021-22, 3.97% 2022-23, 3.81% 2023-24 and 3.67% in 2024-25
  - Grant increase of 0% in 2020-21, and a flat settlement of 0% for the following years
  - A 0.25% increase in tax base from 2021-22 onwards

This gives a position of

	Annual	Annual	Annual	Annual	Annual
	Budget	Budget	Budget	Budget	Budget
	2020-21	2021-22	2022-23	2023-24	2024-25
Baseline	154,264	158,224	161,955	165,706	169,471
Inflation	3,960	4,662	4,559	4,802	4,621
IT and PEQF growth	0	1,156	213	24	0
Savings	0	-126	0	0	0
<b>Budget Requirement</b>	<b>158,224</b>	<b>163,916</b>	<b>166,727</b>	<b>170,532</b>	<b>174,092</b>
Total Grant	-73,234	-73,234	-73,234	-73,234	-73,234
Precept from Council Tax	-84,990	-88,721	-92,472	-96,237	-100,022
<b>Total</b>	<b>-158,224</b>	<b>-161,955</b>	<b>-165,706</b>	<b>-169,471</b>	<b>-173,256</b>
<b>Annual Balance</b>	<b>0</b>	<b>1,961</b>	<b>1,021</b>	<b>1,061</b>	<b>836</b>
<b>Cumulative balance</b>	<b>0</b>	<b>1,961</b>	<b>2,982</b>	<b>4,042</b>	<b>4,878</b>
<b>Council Tax % increase</b>	<b>4.50%</b>	<b>4.13%</b>	<b>3.97%</b>	<b>3.81%</b>	<b>3.67%</b>
<b>£ increase</b>	<b>12.51</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

- 8.3 Based on the assumptions above, savings of £4.878m will need to be made from 2021-22 to 2024-25 in order to balance the budget. However there is a very high level of uncertainty regarding Government funding as, at the time of writing, no announcements have been made. Once announcements have been made the Plan will need to be reviewed and updated with the final figures. Total inflation of £3.960m for pay and non-staff equates to 2.57% for 2020-21; this is equivalent to an increase in Council Tax of £13.54 / 4.7% on its own. It would be expected that grants would increase in line with inflation; however this has not been the case over the last 10 years. As a measure of sensitivity, if grant were to be increased by 1% (which would still be a real terms cut) over the period of the MTFP the overall position would reduce the saving required to £1.144m. Potentially this would generate a surplus in 2020-21, however this would be offset by the costs for the uplift in officers that will need to be funded in 2020-21.

- 8.4 The budget has been balanced and re investment made due to the savings identified from the OIP, PRP and normal budget review process. A summary of the savings is shown below:

<b>Savings</b>	<b>20-21</b>
	£k
Operational Improvement Programme	1,376
Estates	50
Procurement	80
Contingency Budgets	60
<b>Priority Resource Planning</b>	
Method/Volume Changes	278
Service Level Reductions	514
<b>Total</b>	<b>2,358</b>

- 8.5 Last year's MTFP identified an area of future risk in the implementation of the Police Education Qualification Framework (PEQF). This framework is intended to result in all police officers having a level 6 qualification by the end of their training. In terms of costs there will be the additional cost of tuition fees and additional internal trainers; additional abstraction during the first year and further additional abstractions during the new second and third years of training. There are three methods of entry to PEQF: graduates holding a non-relevant degree complete a post-graduate course of two years; those entering without a degree complete a course of three years leading to a degree; both as an employed Police Officer. A third route is to gain a degree in Policing at an education establishment before becoming employed as a Police Officer; these candidates will complete practical training only, as the education requirement will already be fulfilled. Cost and abstractions rates have been built into the MTFP based on current recruitment rates and estimated additional abstractions fully covered by additional Officers. These costs are funded from a combination of additional budget and allocation of operation Uplift officers.
- 8.6 The current Capital Programme is nearing completion funded largely from reserves. Future Estates, IT and Fleet strategies are being prepared to reflect current requirements and the effects of Operation Uplift, and will lead to new investment requirements. Capital Grants are insufficient to fund a third of the annual Vehicle replacement programme; reserves can be used only once. An annual sum of £0.4m has been built into estimates from 2020-21 to fund capital investment. Final decisions on this will be based on business cases, but it is prudent to include an amount in the estimates as there is no other new source of capital funding.

- 8.7 Based on these assumptions and savings identified a total re investment of £2.358m will be made in 2020-21. This is summarised below and includes the re investment of £0.278m method changes (efficiencies) identified by the PRP process. In addition to this the 62 additional officers (Operation Uplift) were allocated as part of the PRP process. Details of the growth are given below:

<b>Growth</b>	<b>20-21</b>
	£k
PEQF Tuition Costs	160
Capital Funding	400
<b>Priority Resource Planning</b>	
Chief Constable - Staff and Non Staff	1,642
PCC - Staff and Non Staff	156
<b>Total</b>	<b>2,358</b>

## 8.8 Officer uplift allocation of the 62 Officers

### **Crime Services – 34 officers**

- Protecting Vulnerable People Unit (PVPU) Local and Strategic - 19 officers

Sexual exploitation of vulnerable individuals has been an area of increasing demand over recent years, both in terms of number of incidents and on line criminality. Investigations take time and have to be resourced, and follow-up monitoring of known previous offenders needs to be undertaken. The PRP process highlighted the need for additional resources in PVPU to deal with the increased volume of work. The officers are assigned to: Local Teams 10; Corporate Amethyst Team (Investigating Sexual Assaults) 8; and Paedophile Online Investigation Team 1.

- Economic Crime Unit - 5 officers

This is another area of increasing demand highlighted by the PRP process. This includes Detective Inspector to strategically lead the Unit, and additional investigative resources. This will also give additional support to the Serious and Organised Crime Team

- Major Crime Team - 10 officers

Detection and disruption of Organised Crime Groups (OCGs) is a local and national priority. This work takes time and resources and the Force has been successful in pursuing and dismantling OCGs from both within and outside the Force area. Additional resources will enhance the work carried out by the teams.

### **Local Policing – 23 officers**

- Response 16 officers

An allocation of 16 front line officers to the Response Teams will strengthen the teams, which will allow for additional officers to cover training abstraction with the implementation of the Police Education Qualification Framework (PEQF). PEQF will give new recruits a degree at the end of their training, but this does mean that there is additional abstraction in their second and third years as Officers.

- Community Safety 5 officers

These include 3 additional officers in the Rural Crime Team and an Inspector to work with partner organisations and an additional Officer for the Integrated Offender Management Unit.

- Assessors 2 officers

Additional Probationary Assessor Officer are required to deal with the increased Officer recruitment.

### **Others – 5 officers**

- Covering Workforce Representation, Health & Wellbeing, Anti-Corruption Unit (PSD), Programme Management Office, NPCC.  
These are other areas identified from the priorities, Force Management Statement and PRP process.

## **8.9 Staff changes from PRP volume and method changes and enhancements - 22.62 posts:**

### **Crime Services – 6.3 fte**

- Intelligence – County Lines and Firearms Packages
- Central Referral Unit

These are analyst posts to support the additional officers in Crime Services and to service additional demand on intelligence management.

### **Operational Support Services – 3 fte**

- Firearms Licensing

The number of licence renewals varies significantly from year to year, as a result of the renewal cycle, which creates a peak in demand for two years in every five year period.

### **Corporate Services – 10.32fte**

- Training – Crime Academy (increased detective numbers), ICT, Driver Training, Taser uplift
- Health & Wellbeing
- HR and SSF Restructure

Officer and Staff health and wellbeing and training was highlighted as an area needing investment within the FMS; Operation Uplift and other initiatives such as additional Taser deployment has result in further demand. A high proportion of the new Officer roles are detectives in line with the pattern of recent years, this requires an increase in the number of new detectives being trained.

### **Finance & Resources – 2fte**

- Business Support Officers

These are essential roles to ensure that the level of change being experienced is managed and that day to day business is carried out efficiently.

- **OPCC – 1 FTE**

An increase of 1 Policy and Scrutiny Officer to reflect the level of development and change currently ongoing.

#### **8.10 Non staff changes are set out below**

Information Technology £0.745m – There are significant developments within IT, including the National Enablement Programme, Body Worn Video and personal issue 2 in 1 devices. This will lead to front line officers having the improved technology and software available to them at any time.

PEQF tuition fees £0.160m as included in previous MTFP

Capital Funding – annual increase of £0.400m (included as a one-off item in the previous MTFP) this is required as the capital grant from the government is minimal, and the reserves are becoming depleted.

Other Supplies & Services £0.103m in the main formalising Community Safety Fund additionality for the Early Intervention Fund (£0.100m) which was temporary in 2019-20.

- 8.11 In addition temporary growth funded from Management of Change reserve to enable projects and developments to be implemented as below

**OSS – 15 posts**

- Single Online Homes (Digital Desk)
- Command & Control Upgrade

**Crime Services – 2 posts**

- ANPR project
- Intelligence Officer for Intelligence Enquiries subject to outcome of Brexit

**People and Organisational Development – 6.4fte**

- Business Systems Unit
- PEQF
- Digital Transformation

- 8.12 The reinvestment of £2.358m, together with the additional 62 uplift officers, will enable significant investment to be made, but this in turn puts pressure on other budget to support this investment. This has been addressed to a certain degree but until the funding figures for the uplift officers and the grant for 2020-21 have been announced it will not be clear if there are further gaps.

**9.0 Risks**

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

- Funding uncertainty, including spending review, funding formula, top-slicing, and details being provided late in the planning cycle
- Future changes to the funding formula may be detrimental to North Wales; withdrawal of the floor grant
- Emerging national and local requirements – such as PEQF and the replacement Police Communication System ESN and IT developments
- Change in the demand for Policing
- Delivering existing savings plans
- Identifying future savings plans
- A worsening of the national economic position requiring additional cuts to be imposed (including the effect of Brexit)
- Increase in pay costs (including pension contributions and national insurance) – pay accounts for approximately 80% of the net budget.



## **10. Resilience and Reserves**

- 10.1 The Commissioner has a duty to ensure that he holds adequate financial reserves to manage risks. In addition to the funding and forecasting risks detailed above, the Commissioner needs to allow for expenditure risk (spending over budget), as well as unforeseen events such as costly major incidents, natural disasters or other unforeseen events. An element of this risk has been managed through the in-year budgets through the contingency budgets. These have been reduced, with a greater proportion of that risk being transferred to Reserves.
- 10.2 The Reserves are reviewed as part of the budget setting process and again as part of producing the Statement of Accounts at the end of the financial year.
- 10.3 There is a planned reduction in reserves from £23.643m to £15.665m over the next 5 years. Investments from the Management of Change reserve are planned to enable the changes required over the next two years. Planned use of the PFI reserve will commence in 2020-21, this reserve has been re set following a negotiated reduction in the cost of the PFI contract. A transfer of £1.2m is planned from the PFI reserve to the Estates Maintenance Reserve at the end of 2019-20. Estimated use of the Estates Maintenance Reserve has been included in the projections. A description of each reserve is given in paragraph 9.6 of the MTFP.
- 10.4 The use of the reserves will depend on the final decisions on capital expenditure and the final revenue outturn in 2019-20, therefore the table below shows the current estimates of how the earmarked reserves may be best used to support service provision and reduce the pressure on the revenue budget. Where the use of the Reserve is not known (such as the Major Incident Reserve) no changes are shown. Details of the projected Reserve position at the end of each year are given below the table. The Policing Minister announced new guidelines on transparency of reserves during 2018-19, the MTFP categorises the reserves according to those guidelines in paragraph 9.5 and has a full description of each reserve in paragraph 9.6.
- 10.5 The reserves are approaching the lower end of the acceptable range, taking into account the financial risks that have been transferred to reserves from the annual budgets over recent years. Any significant unplanned expenditure would require the reserves to be replenished in order to manage future risks.

## Reserve Position

<i>Usable Reserves at</i>	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24	31.3.25
	Balance	Balance	Balance	Balance	Balance	Balance	Balance
	£m	£m	£m	£m	£m	£m	£m
Capital Receipts Reserve	0.009	1.960	2.505	2.128	2.178	1.258	1.158
General Fund Balance	4.392	5.189	5.189	5.189	5.189	5.189	5.189
Earmarked General Fund Reserves	19.251	14.374	11.861	11.373	10.768	10.043	9.318
<b>Total Usable Reserves</b>	<b>23.652</b>	<b>21.523</b>	<b>19.555</b>	<b>18.690</b>	<b>18.135</b>	<b>16.490</b>	<b>15.665</b>

## Earmarked General Fund Reserves

Description	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24	31.3.25
	£m	£m	£m	£m	£m	£m	£m
Capital Investment	2.059	1.243	0.633	0.633	0.633	0.633	0.633
Major Incident	2.435	2.310	2.310	2.310	2.310	2.310	2.310
Pension Ill Health Reserve	0.915	0.915	0.915	0.915	0.915	0.915	0.915
Insurance Reserve	1.173	1.173	1.173	1.173	1.173	1.173	1.173
PFI Reserve	4.333	3.177	3.106	2.918	2.613	2.188	1.763
Estates Security and Maintenance	1.033	1.816	1.516	1.216	0.916	0.616	0.316
Management of Change	5.950	2.387	0.855	0.855	0.855	0.855	0.855
Partnerships Reserve	0.654	0.654	0.654	0.654	0.654	0.654	0.654
Commissioner Community Safety Fund	0.500	0.500	0.500	0.500	0.500	0.500	0.500
OPCC Legal Reserve	0.056	0.056	0.056	0.056	0.056	0.056	0.056
OPCC Reserve	0.143	0.143	0.143	0.143	0.143	0.143	0.143
<b>Total</b>	<b>19.251</b>	<b>14.374</b>	<b>11.861</b>	<b>11.373</b>	<b>10.768</b>	<b>10.043</b>	<b>9.318</b>

## 11. Capital

11.1 The Capital Programme implemented since 2013-14 has come to its conclusion. By the end of 2019-20 the following will have been achieved:

- 4 major new facilities in Llangefni, Llandudno and Wrexham (2 builds)
- 20 refurbishments and relocations
- Continuation of the Vehicle Replacement Programme
- Upgraded Network, Servers, Desk Tops, Mobile devices and the replacement of the Control Room Technology systems.

11.2 The PCC'Ss assets and infrastructure need continued investment in order to ensure efficient and modern working practices. Strategies for the Estates, IT and Fleet were developed last

year and a new Capital Programme agreed. However, since the Programme was prepared, the announcement of the uplift in officer numbers was made. The initial allocation is for an additional 62, but this could increase to around 200, plus support staff. This will mean that the Estates programme will need to be revised once the full requirements are known.

- 11.3 The refurbishment of Pwllheli is due to start this financial year and finish next year. The re location of the Force's Vehicle Workshop (currently rented) is due to start next year subject to final Business Case. Other work in the HQ complex and the Firearms base are planned for 2020-21.
- 11.4 Substantial investment is required for IT infrastructure. This is being directed by the Digital Transformation Programme Board. The personal issue of internet-enabled devices to operational officers and staff will enable agile working, and all devices will be able to utilise the National Enablement Programme in terms of the latest software available. Outline business cases have been provided in each area, the detailed cases and business benefits are being developed. The Programme also includes the replacement of Body Worn Video equipment. Additional investment of £4.056m has been estimated for the period 2019-20 to 2024-25, as detailed below:

Capital Programme 2019-20 to 2024-25	Increase
Project	£'m
2 in 1's, Laptops and desktops	2,841
Lockers for charging and storage	200
Mobile app / Life X Deployment	471
NEP Infrastructure/Sail Point/Internet Links	208
Digital Intelligence & Investigation	211
Digital Evidence Management	125
Total Information Technology and Communication	4,056

- 11.5 The programme is affordable, being funded from a combination of grants, reserves, direct revenue contribution and borrowing. The overall strategy is to minimise borrowing and maximise the amounts funded fully in the year of purchase by use of direct revenue contribution and capital receipts, which in turn minimises interest and capital repayments in subsequent years.
- 11.6 Further details are included in the MTFP; the final detailed plan will be formally approved by the PCC as part of the Capital Strategy which incorporates the Treasury Management and Prudential Code Strategies. Once the full implications of operation uplift are known, including the allocation of additional officers in 201-22 and 2022-23, the Capital Programme will need to be reviewed.

## 11.7 Capital Programme 2019-20 to 2024-25

Ref	Description	2019-20 Revised Budget £000	2020-21 Est £000	2021-22 Est £000	2022-23 Est £000	2023-24 Est £000	2024-25 Est £000
	Total Building Works	1,371	4,529	3,995	3,479	3,891	1,433
	Total Vehicles and Other Equipment	2,342	1,800	1,300	1,855	1,300	1,300
	Total Information Technology and Communication	5,463	3,146	2,145	750	1,880	750
	<b>Total</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>
	<b>Funding</b>						
46	Home Office Grant	462	462	462	462	462	462
47	Revenue Contribution	2,269	1,643	1,516	1,238	1,238	1,238
48	Earmarked Reserves	3,536	1,608	0	0	0	0
49	Capital Receipts	475	155	377	100	1,420	475
50	Borrowing for Estates	774	4,141	3,895	3,379	3,141	958
51	Borrowing for replacement programme	1,660	1,466	1,190	905	810	350
	<b>Total Funding</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>
52	External sources	462	462	462	462	462	462
53	Own resources	6,280	3,406	1,893	1,338	2,658	1,713
54	Debt	2,434	5,607	5,085	4,284	3,951	1,308
	<b>TOTAL</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>

## 12. Consideration of Options

- 12.1 The Commissioner has considered all of the options available within the resources available. Extensive work was carried out by the PRP process in order to identify savings and allocate resources in line with priorities within the organisation. The PRP process also enabled the intelligent allocation of 62 Operation Uplift officers, based on priorities. Pay inflation has increased as the Government eased the public sector pay restrictions. A council tax increase of 4.7% would be needed to cover inflation assuming a flat cash grant settlement. Additional resources have become available by the announcement of additional officers; however it is unclear whether the full cost of the additional officers, including support and infrastructure, will be funded. Taking all these factors into consideration a council tax increase of £12.51 (4.5%) is proposed. This is the lowest prudent council tax/precept increase, given that general funding, phase 1 Operation Uplift funding, and the allocation of phase 2 Operation Uplift have not been announced.

12.2 The Commissioner held discussions with the Chief Constable who confirmed that the council tax increase of 4.5% provides sufficient budget to enable the operational delivery of the policing service in 2020/21. This is dependent on receiving sufficient funding from the Government to implement the increase in officer numbers. Also, due to future uncertainty over the level of grant allocation, pay awards and changes in operational pressures, it is not possible to comment at the stage as to the accuracy of planning assumptions, and it must be understood that a significant reduction in the grant allocation or a higher than expected pay award would result in increased cuts and higher council tax increases in future years.

12.3 Increasing the Council Tax by 4.50% the valuations for each property band are:

Tax Band	A	B	C	D	E	F	G	H	I
Council Tax £	193.74	226.03	258.32	290.61	335.19	419.77	484.35	581.22	678.09

12.4 The precept for each billing area will be:

**Billing Authority**

	2020-21 Tax Base	Precept £
Anglesey County Council	31,532.53	<b>9,163,669</b>
Gwynedd Council	51,917.91	<b>15,087,864</b>
Conwy County Borough Council	50,701.04	<b>14,734,229</b>
Denbighshire County Council	40,273.66	<b>11,703,928</b>
Flintshire County Council	64,554.00	<b>18,760,038</b>
Wrexham County Borough Council	53,475.03	<b>15,540,378</b>
	<b>292,454.17</b>	<b>84,990,106</b>

### 13. Implications

Diversity	The report's recommendations will affect the Force's employee numbers in future years.
Financial	The purpose of this report is to recommend the Precept and Council Tax for 2020/21, and to explain the factors taken into account in making this recommendation. Although the recommendation is for a single financial year, it is important to consider the medium to long term position in reaching a decision.  Adequate financial resources are vital to the delivery of the Police and Crime Plan and to fulfil our legal requirements.
Legal	This report, in conjunction with the Medium Term Financial Plan, provides sufficient information for the Police and Crime Panel to make a decision that could stand future legal challenge.
Risk	The report identifies and evaluates the risks from the recommendations.
Police and Crime	No separate police and crime implications.

### Appendix A

#### Ref Description

#### Budget 2019-20 to 2024-25

	Annual Budget 2019-20	+'Inc -' Redn (net budget) 2020-21	Annual Budget 2020-21	Annual Budget 2021-22	Annual Budget 2022-23	Annual Budget 2023-24	Annual Budget 2024-25
Expenditure	£000	£000	£000	£000	£000	£000	£000
<b>1.1 Police Officer Pay Establishment</b>	80,352	1,994	82,346	84,980	87,471	90,154	92,542
<b>2.1 Police Staff Pay</b>	39,488	670	40,158	41,196	42,262	43,354	44,473
<b>2.2 PCSO's</b>	6,586	131	6,717	6,852	6,989	7,128	7,271
<b>3 Police Officer Overtime</b>	2,114	93	2,207	2,262	2,319	2,377	2,436

4	Police Staff Overtime	602	15	617	633	648	665	681
5	Allowances	1,365	-24	1,341	1,337	1,333	1,330	1,328
6	Training	724	209	933	952	971	990	1,010
7	Other Employee	559	12	571	582	594	605	618
8	Direct Pension Payments	3,305	79	3,384	3,465	3,548	3,634	3,721
9	Energy Costs	1,420	0	1,420	1,463	1,506	1,552	1,598
10	Building Running Costs	6,409	91	6,500	6,630	6,763	6,898	7,036
11	Repairs & Maintenance of Vehicles	535	10	545	556	567	579	590
12	Vehicle Running Costs	1,876	48	1,924	1,973	2,024	2,076	2,130
13	Car & Travelling Allowances	716	14	730	745	760	775	791
14	Air Support Unit	589	15	604	619	635	651	667
15	Equipment	1,009	20	1,029	1,050	1,071	1,092	1,113
16	Clothing and Uniforms	467	10	477	486	496	506	516
17	Printing and Stationery	359	7	366	373	381	389	396
18	IT and Communications	10,744	959	11,703	11,938	12,176	12,420	12,668
19	Subsistence	282	6	288	294	300	306	312
20	Other Supplies and Services	2,572	-51	2,521	2,555	2,589	2,625	2,660
21	Collaboration and Partnerships	5,552	161	5,713	5,856	6,002	6,152	6,306
22	Forensics	740	14	754	769	785	801	817
23	Debt Charges & Contribution to Capital	2,607	-175	2,432	2,440	2,440	2,440	2,440
24	Special Situations Contingency	400	0	400	400	400	400	400
25	Inflation and General Contingency	460	-60	400	400	400	400	400
26	Community Safety Fund	1,567	-1	1,566	1,566	1,566	1,566	1,566
Gross Expenditure		173,399	4,247	177,646	182,372	186,996	191,865	196,486
		Annual Budget	+ 'Inc - ' Redn (net budget)	Annual Budget	Annual Budget	Annual Budget	Annual Budget	Annual Budget
		2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
Income		£000	£000	£000	£000	£000	£000	£000
27	Secondments	-6,017	-106	-6,123	-6,123	-6,123	-6,123	-6,123
28	Interest on Balances	-100	0	-100	-100	-100	-100	-100
29	Income	-2,280	-85	-2,365	-2,365	-2,365	-2,365	-2,365
30	Specific Grants	-10,782	19	-10,763	-10,710	-10,657	-10,605	-10,605
Total Income		-19,179	-172	-19,351	-19,298	-19,245	-19,193	-19,193
31	PFI Reserve	44	-115	-71	-188	-306	-425	-425
32	Speed Awareness Reserve	0	0	0	0	0	0	0
33	Additional from Reserves	0	0	0	0	0	0	0
Net Expenditure		154,264	3,960	158,224	162,886	167,445	172,247	176,868

<b>34</b>	Total Grants	-73,234	0	-73,234	-73,234	-73,234	-73,234	-73,234
<b>35</b>	Precept	-81,030	-3,960	-84,990	-88,721	-92,472	-96,237	-100,022
	<b>Funding</b>	<b>-154,264</b>	<b>-3,960</b>	<b>-158,224</b>	<b>-161,955</b>	<b>-165,706</b>	<b>-169,471</b>	<b>-173,256</b>

Annual Balance	0	0	0	931	808	1,037	836
<b>BASE CASE - Cumulative</b>	<b>0</b>		<b>0</b>	<b>931</b>	<b>1,739</b>	<b>2,776</b>	<b>3,611</b>

Other Growth and Savings (IT and PEQF)			1,030	213	24	0
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Annual Balance		1,961	1,021	1,061	836
Cumulative Balance		1,961	2,982	4,043	4,878

**Operation Uplift Phase 1**

Expenditure	3,050	3,127	3,205	3,285	3,367
Assumed Grant	-3,050	-3,127	-3,205	-3,285	-3,367



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

**Medium Term Financial Plan**

**2020-21 to 2024-25**

## **1. Introduction**

- 1.1 The Medium Term Financial Plan (MTFP) links the Police and Crime Plan 2017-2021 and the Policing Priorities agreed by the Police and Crime Commissioner and the Chief Constable with the Financial Strategy (Appendix A) and the resources available.
- 1.2 At the time of writing the MTFP the Government funding for 2020-21 has not been announced due to the General Election held in December 2019. The MTFP gives the basis for the Police and Crime Commissioner (PCC) to present his precept proposal to the Police and Crime Panel (PCP) by the statutory date. This means that the plan must be based on estimated grant allocations rather than actual allocations. Some announcements have been made, the main one being the Government's decision to fund 20,000 more Police Officers in England and Wales over the next 3 years (Operation Uplift). North Wales Police was allocated 62 of the initial allocation of 6,000 officers in England and Wales, although the financial value of this allocation has not been given. The time scales and the uncertainty over funding have added complexity and risk to the development of the MTFP. While there is growth in officer numbers, pressure on the existing budget due to inflation, officer growth and increasing changing demand is still high. The budget was balanced whilst service was maintained throughout the austerity period, giving a sound base budget and reserve position. However, the continued change in demand and new cost pressures will require further investments with fewer opportunities for cashable efficiencies.
- 1.3 During 2019-20 The Operational Improvement Programme (OIP) reviewed 47% of the Force focusing on Operational Policing and the balance between Neighbourhood Policing, Response and Investigative work. This enabled the reinvestment of efficiencies to address current requirements due to change in demand. The recommendations of OIP were implemented during 2019-20.
- 1.4 The remaining 53% of the Force was subject to review during 2019-20. 40% of the budgets were subject to a Priority Resource Planning (PRP) process where managers presented potential different levels of service, which were assessed by a Panel of Chief Officers, these were then scored and budgets allocated based on the ranking of the service levels. The remaining 13% of the budgets were reviewed outside the PRP process.
- 1.5 The Commissioner has considered all of the options available within the estimated resources available. Extensive work was carried out by the PRP process in order to identify savings and move resources within the organisation. The PRP process also enabled the allocation of 62 Operation Uplift officers to be made intelligently, based on priorities. Pay inflation has increased as the Government eased the public sector pay restrictions. A council tax increase of 4.7% would be needed to cover inflation based on a flat grant settlement. Additional resources have become available by the announcement of additional officers; however it is unclear whether the full cost of the additional officers, including support and infrastructure, will be funded. Taking all these factors into consideration a council tax increase of £12.51 (4.5%) is proposed. This is the lowest prudent council tax/precept increase in the circumstances, given

that general funding, phase 1 operation uplift funding or the allocation of phase 2 operation uplift have not been announced; and also that there is significant uncertainty about funding from 2021-22 onwards.

## 1.6 Aim

The aim of this paper is to give details of how the budget has been balanced to date and the plans to maintain a balanced budget in the medium and longer term, whilst maintaining and enhancing performance and ensuring local and national priorities are achieved.

## 1.7 Background

The Government's Austerity Programme, which began in 2011, has resulted in substantial cuts across the public sector. Government funding was reduced by 20.8% in cash terms, which is the equivalent of a real terms reduction of 31.7% (taking inflation into account) by 2019-20. In addition to this Police Officer Employer Pension contributions increased from 24.2% to 31% in 2019-20, and despite some additional funding being provided, this still produced a net increase of over £2m in costs. This resulted in a Council Tax increase of 7.74% in 2019-20, compared to Council Tax increases between 1.91% and 3.98% during the period 2011-12 to 2018-19.

- 1.8 The overall effect of the reduced funding available and inflationary and other pressures resulted in £33.031m of cuts being made to budgets over a 9 year period. This is equivalent to a 22.3% reduction in the 2010-11 pre austerity budgets of £148.035m. The annual cuts are as shown in the table below:

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Cuts Made	£4.678m	£6.016m	£4.634m	£4.325m	£4.448m	£2.838m	£2.686m	£1.479m	£1.927m

- 1.9 On 4 September 2019, the newly appointed Chancellor of the Exchequer, Rt Hon Sajid Javid MP announced the outcome of the Spending Round 2019 (SR2019), sometimes referred to as the 'Spending Review'. The SR2019 set out public spending totals for the financial year 2020-21. This was prior to the General Election being called. The run up to, and the nature of, the SR2019 was significantly affected by Brexit. With Prime Minister Boris Johnson set on ensuring that the United Kingdom left the European Union (at that time by 31 October) 'Deal or No Deal', the SR2019 was set against the backdrop of a lot of political and economic uncertainty. SR2019 is unusual, though not unique (SR2013), in that it covers spending for only a single year; spending reviews generally cover multiple years. As written in a recent Institute for Fiscal Studies publication, given the ongoing uncertainty surrounding Brexit, "Setting departmental budgets for just one year is understandable, and leaves the Government more flexibility to respond to future developments. While departments crave multi-year spending settlements for future planning, such plans in the current climate would probably have lacked credibility." It is expected that a multi-year comprehensive spending review (CSR) will occur in 2020; whilst the

previous Chancellor alluded to a three-year CSR, the length of CSR2020 is unconfirmed.

- 1.10 The SR2019 did announce funding for the additional 20,000 officers over 3 years, however this was not detailed in any form and it will be unclear whether current inflationary costs and costs associated with increasing officer number will be funded. The additional grant towards the Officer Employer Pension at the same cash level (no inflationary increase) was included. Once the General Election was announced no further information was provided. In order to ensure that PCCs maintained real-terms funding despite no increase in central grant funding, the Home Office in recent years assumed a council tax increase of £12 in 2018-19; and to accommodate the additional police officer pension contributions and increased demand, this was increased to £24 in 2019-20. Welsh Government has not set a fixed capping limit for council tax.
- 1.11 A review of the Police Funding Formula was conducted by the Home Office in 2015-16. The formula determines how the Home Office distributes the total funding available to policing between the policing areas. The review of the Police Funding Formula was suspended following issues raised by Forces on the accuracy of the data used in the proposed formula. It is not clear whether the Spending Review in 2020-21 will be followed by a review of the funding formula.

## **2. Planning Process**

- 2.1 The overall purpose of the planning process is to prioritise resources to align spending plans with the Police and Crime Commissioner's priorities and the Chief Constable's vision. The priorities are set out below

### **Police and Crime Plan Priorities**

- Reducing Criminal Exploitation of Vulnerable People
- Domestic Abuse
- Sexual Violence
- Modern Slavery
- Organised Crime
- Safer Neighbourhoods

### **The Chief Constable's vision is**

***Making north Wales the safest place in the UK; by Preventing Crime, Protecting Communities and Pursuing offenders.***

- 2.2 The budget planning process for 2020-21 involved the implementation of the Operational Improvement Programme carried out during 2018-19 which covered 47% of the Force budgets and the review of the remaining areas. 40% of the budgets were subject to a Priority Resource Planning (PRP) process where managers set out

various service levels. The remaining 13% of the budgets were reviewed outside of these processes.

2.3 In addition to the above, the normal process to develop future budget requirements was undertaken, details of which are set out within this Medium Term Financial Plan (MTFP). In developing the submissions by managers and this MTFP, the following were taken into account:

- Local and National priorities as set out in the Police and Crime Plan and the Force's Vision
- New and developing pressures
- The strategic planning process
- Force Management Statement
- Other Force strategies
- Current economic climate
- Estimates of resources available to fund the Medium Term Financial Plan
- Budget forecasts for the period including pay awards
- The current financial position
- The Capital Programme, Prudential Code and their effect on the Revenue Budget
- Reserves and Balances
- Income generation, trading activities and grants
- Collaboration

2.4 The Force Management Statement (FMS) is in its second year. The FMS analysed future demand against the capacity and capability of our teams. It used data analysis and interviews with subject matter experts. All departments were risk assessed considering the demand trend and resources available, to rank them according to risk and resources needed. Statistical forecasts were used to project resource requirements and inform PRP bids.

2.5 The areas identified as potentially requiring investment within the FMS were as follows; this information was used as part of the relevant PRP submissions:

- The two year forecasts indicate that, if current working practices were maintained, growth in those areas of the Force that manage demand generated by violent crime and sexual offences (Crime Services & Protecting Vulnerable People Unit (PVPVU) predominantly) would be required.
- The Force expects the demand for fraud investigations, especially those linked to cyber dependent and enabled offending, to increase beyond current investigative capacity within the next two years.
- The level of resources needed to manage the evidential workload from Organised Crime Groups (OCGs) investigations will increase as the

geographical complexity of the groups, and the scale of digital devices increases.

- The capability of our investigative and intelligence staff will need to be increased to deal with emerging technology-enabled OCG activity.
- Increased investment in Information Technology due to the availability of new hardware and software. There is an expectation that North Wales Police will continue to keep pace with developments, in line with police forces throughout England and Wales.
- Investment in officers and staff, additional training demands and investment in the wellbeing of officers and staff.

2.6 It is also important to ensure that the PCC and Chief Constable's priorities are aligned with those of the public. To inform this, a Public Confidence Survey was conducted by an independent agency. A snapshot of this year's survey, which is consistent with previous surveys is given below:

Priority	% Very important	% Not important at all
Protecting children and young people from sexual exploitation and abuse	89	0
Answering and responding promptly to emergency calls (999)	86	1
Tackling organised crime and preventing serious harm	80	0
Protecting children online	78	1
Protecting vulnerable adults from harm and abuse	70	1
Missing persons	62	1
Dealing with domestic violence	61	1
Reducing the number of road collisions, those killed or seriously injured and traffic offences	57	1
Mental health related incidents	50	3
Investigating cyber-crime	41	2
Investigating rural and wildlife crime	35	3
Dealing with minor crimes and anti-social behaviour	32	2
Investigating and prosecuting those found in possession of small quantities of controlled drugs	39	6
Helping people deal with social media trolls	31	7
Answering and responding promptly to non-emergency calls (101)	20	5

- 2.7 The main process used during the 2019-20 planning cycle was the Priority Resource Planning (PRP). This is a structured approach where managers set out various service levels and the resources required to deliver them. The process involved managers presenting their plans to a Panel at three stages. The PRP Panel comprised the Deputy Chief Constable (Chair), the Assistant Chief Constable and the Director of Finance and Resources. The Panel was supported by the Chief Finance Officer, representatives from the Police Federation and Unison, and the PRP Team, who were able to observe the process, and offer technical advice and support.
- 2.8 Panels were held in July, September and October 2019. Variations in the levels of service were categorised in the following way:
- Volume Changes - Changes in demand / workload from outside the Business Area
  - Service Level Changes - Options relating to quality, time, and volume of services with risks
  - Method Changes – Providing efficiency savings by doing things differently
- 2.9 Following the final presentations in October, the Panel scored the various level of services based on the below matrix (taking into account the strategic information highlighted above). This then gave a list of potential service levels arranged in order of priority.

Rank	Assessment of Service Level
10	Essential - unavoidable corporate or legal requirement
9	Critical - unavoidable without substantial loss or damage
8	Very important – provides valuable and productive services
7	Important – difficult to see this service level being discontinued
6	Highly desirable- could be discontinued if funding severely curtailed
5	Desirable - first to be discontinued if funding curtailed
4	Marginal – not provided, but first to be supported if funding is available
3	Possible – provided only if significantly increased funding is available
2	Doubtful - not sufficient justification to fund under current circumstances
1	Do not fund – not to be funded in any circumstances

- 2.10 In theory the resources available are then applied to the services with the highest score. The process was made more complex due to it being the first year, a number of volume changes being identified, the funding available not being known, and during the process the additional Officer uplift announcements were made.
- 2.11 Two meetings were held with the Chief Officer team to finalise the outcome from the PRP process. This allowed known available resources to be applied to priorities and informed the allocation of the 62 additional Officers from Operation Uplift. The outcome was then discussed at the annual Budget Setting meeting with Service

Leads and others bringing together the results of PRP, OIP implementation, Savings Plans and all other elements to build this MTFP. This then formed the proposal put forward to the PCC and his team.

- 2.12 A meeting was held between the Commissioner, the Chief Constable and their representatives on 18 December to discuss the budget proposals. As the funding announcements had not been made at that time, assumptions were reviewed and agreed to progress the setting of budget for 2020-21 as is required by the statutory dates.
- 2.13 The following sections detail all developments since the previous MTFP, giving the updated position for Revenue, Capital and Reserves.

### **3. 2019-20 Budget**

- 3.1 The budgets agreed for 2019-20 dealt with a number of issues that arose during 2018-19. These were in addition to the normal budgetary pressures and inflationary pressures. The main issue was the increase in the Employer Pension Contribution Rate from 24.2% to 31.0% which was initially announced in September 2018 as an increase to 33.9%. The final figure resulted in an increase of £4m in pension contribution for North Wales Police, equivalent to a 5.5% cut in Grant. Following discussions at a national level, forces were allocated a specific grant in 2019-20 towards the Pension contribution; the amount for North Wales Police was £1.582m. The settlement announced in December 2018 also included a 2.1% inflationary increase, the first increase since 2010-11.
- 3.2 The settlement also gave additional flexibility to Forces in England to increase their Band D Council Tax by up to £24. This is also higher than the previously announced figure of £12. This would give a range of Council Tax increase of between 9.3% and 21.8% if Police and Crime Commissioners were to increase the Council Tax by the maximum £24. It was up to individual Police and Crime Commissioners to decide whether to increase the Council Tax by these amounts. In Wales the Welsh Government must define any Council Tax cap, no cap was set for 2019-20. The Home Office assumed that all PCCs would increase the Council Tax by £24 in calculating the potential additional total amount available to forces from Council Tax Precept of £509m. The PCC for North Wales set an increase of £19.98 / 7.78% for a Band D Council Tax.
- 3.3 This resulted in a budget being set where £2.832m savings were identified, £2.793m of savings were reinvested, and £2.614m was invested in front line posts as detailed below. This required additional probationers to be recruited, and additional detectives to be trained, to enable the implementation of all the growth posts. All the posts will have been filled by February 2020. The outturn is projected to be on budget for the year at the end of the third quarter.



	Description - revised	Officers FTE	Staff FTE	Total Recurring £'000	Total Set Up £'000
1	Increased operational proactive capacity and capability	16	1	783	115
2	Increase in serious and organised crime capacity and capability	6		254	8
3	Increase analytical and phone SPOC capacity		3	114	8
4	Develop and implement a new fugitive team	3		132	19
5	Increase Capacity for Digital Forensic Examinations		2	84	5
6	Increased Number of Domestic Abuse Officers (DAO)		3	127	4
7	Increased Number of Sex and Violent Offender Unit (SAVOU) Officers	3		127	4
8	Increase the functionality of Onyx and provide a CCE capability	2		84	3
9	Multi Agency Tasking and Co-ordination (MATAC) facilitator		1	38	2
10	Taser Upgrade and enhancement			136	
11	Innovation Fund			60	
12	Pump prime Digital Investment				407
13	Pump prime ACE through Commissioner's Fund				100
	<b>Total additional investment @ £19.98/7.74% CT increase</b>	<b>30</b>	<b>10</b>	<b>1,939</b>	<b>675</b>

3.4 Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) and Wales Audit Office (WAO) review annually: the Force's financial position; planning process; savings already made; and savings yet to be made. The Force was required to produce a Force Management Statement (FMS) for the first time by May 2018 as part of the HMIC process, with the second being produced in June 2019. The FMS describes expected future demand, identifies potential gaps, this has been used as part of the OIP review and the planning process.

3.5 HMICFRS's *Valuing the Police* reviews have been incorporated into their new review programme *PEEL Reviews* (Police Efficiency, Effectiveness and Legitimacy). The overall efficiency question set by the HMIC is 'How efficient is the force at keeping people safe and reducing crime?' with the definition of 'efficiency' being '*an efficient force maximises the outcomes from its available resources*'. At the time of writing this plan the final findings were not announced, but the draft findings of Good were awarded for Effectiveness, Efficiency and Legitimacy.

3.6 The last published overall opinion given in the 2017 review was summarised as; '*North Wales Police is good at keeping people safe and reducing crime, and it has maintained a stable level of performance since our 2016 effectiveness inspection.*'

The full assessment can be found at

<https://www.justiceinspectors.gov.uk/hmicfrs/peel-assessments/peel-2017/north-wales/>

- 3.7 The WAO made the following comments on their value for money assessment in their annual audit letter published in November 2019;

*'I am satisfied that both the P&CC and CC have appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources'*

*'Consideration of the responses from the P&CC and CC's to the questions set highlighted an area of good practice with the creation of an Operational Improvement Programme (OIP) and Operational Improvement Board (OIB) against a backdrop of austerity and the changes identified in crime patterns.*

*The OIP was established to review operational effectiveness and efficiency in a specific number of areas following changes in crime patterns and feedback from HMICFRS reviews combined with the impact of austerity. Detailed operational and financial modelling has been undertaken for each of the areas under review with business cases presented as part of the 2019-20 budget planning process with implementation during the coming year. The success of these changes being monitored by OIB.'*

The annual audit letter can be found at:

<https://www.northwales-pcc.gov.uk/Document-Library/Information/Publication-Scheme/What-we-spend/Audit/84-WAO-Annual-Audit-Letter.pdf>

- 3.8 Both assessments show that the budgets are being managed effectively and that the Force is performing well in maximizing the outcomes from available resources, however the HMICFRS concurred with the Force's analysis that matching future resources to future projected demand was an area for development which has been addressed as part of this year's planning cycle.

#### **4 Funding Allocations and assumptions**

- 4.1 No Provisional Government Funding Allocations for 2020-21 were given as part of the 2019-20 settlement. In previous years grant settlements have been announced in the December preceding the financial year, however due to the General Election, Brexit legislation and a new Government being in place the announcement has not yet been made.
- 4.2 On 4 September 2019, the newly appointed Chancellor of the Exchequer, the Rt Hon Sajid Javid MP announced the outcome of the Spending Round 2019 (SR2019), sometimes referred to as the 'Spending Review'. The SR2019 set out public spending totals for the financial year 2020-21. It is expected that the SR2019 will be the basis

of funding allocations for 2020-21. The SR2019 did not give force area allocations but did announce uplift in officer numbers by 20,000 in England and Wales. Subsequently North Wales Police has been informed that it is to receive an allocation of 62 as the first phase of the uplift, which covers an increase of 6,000 by March 2021 in England and Wales. No financial details have been confirmed yet. The estimated annual cost of the 62 at 2020-21 prices, including equipment and training, is £3.050m. Once the allocation of the further 14,000 officers is known, the cost of the additional allocation and probable infrastructure costs will need to be reassessed. For the purpose of this plan it is assumed that the costs in 2020-21 will be fully covered by additional grant.

- 4.3 The specific Pension Grant has been continued initially for one year but with the expectation that it will be recurring. No indication has been given on the general grant and therefore the assumption of flat funding (no increase, no decrease) has been made as per the previous MTFP and consistent with the majority of other Forces. Officer and staff pay awards were agreed at 2.5% in September 2019, this was higher than the estimated 2% increase. The 2.5% increase has been assumed for future years.
- 4.4 It is not expected that there will be a cut to the grant, in the event that additional funding is awarded this will need to be taken into account with the uplift funding, and future likely uplift figures. Potentially the Force could be awarded another 140 officers, this will be put pressure on back and middle office as well as non-staff costs and infrastructure.
- 4.5 Top-slicing of the amount available to Policing continues, with a further increase of £84m nationally in 2019-20. The breakdown of the amount top sliced is shown below. This reduced the core grant received by North Wales by £10.6m, only a small proportion of which was received in additional funding or direct benefit. It is expected that further top slicing will occur in 2020-21

<b>Police Funding</b>	<b>2017/18 (£m)</b>	<b>2018/19 (£m)</b>	<b>2019-20 (£m)</b>
<b>o/w Reallocations and adjustments</b>	<b>812</b>	<b>945</b>	<b>1,029</b>
PFI	73	73	73
Police technology programmes	417	495	495
Arm's length bodies	54	63	63
Top-ups to NCA and ROCUs			56
Strengthening the response to Organised Crime	28	42	90
Police transformation fund	175	175	175
Special Grant	50	93	73
Pre-charge bail	15	4	4

- 4.6 It is anticipated that a 3 year spending review will be conducted over the summer in preparation for the 2021-22 settlements.
- 4.7 There is a great deal of uncertainty around future funding, there seems to be an acceptance in the Home Office that Police funding has been cut as much as possible, but economic uncertainties around Brexit make it difficult to predict the resources

that will be available. A view has been taken to project a flat level of funding from 2020-21 onwards.

- 4.14 There remain no plans to review the Police Allocation Formula until after the spending review (SR), however this could change and will need to be carried out at some point.

## 5. Council Tax and Precept

- 5.1 There are two main elements to the total net Police Budget: the total of the Police Grants and the Precept. The budget proposal includes a Council Tax increase of 4.5%, or £12.51 on a Band D Council Tax. The Tax Base for the whole of North Wales has increased by 0.37%, giving an overall increase in Precept of 4.89% and a total net budget of £158.224m for the Police and Crime Commissioner, made up as follows:

	2020-21	
	£m	%
Total Government Grants	73.234	46.29%
Total Precepts	84.990	53.71%
Total Budget Requirement	158.224	

- 5.2 Council Tax is calculated by dividing the total precept requirement by the tax base, the tax base being the number of Band D equivalent properties in each Force area. The Tax Base is provided by the six Local Authorities in North Wales. The tax base for 2020-21 has increased slightly by 0.37%. This means that the percentage increase in the precept can be achieved with a lower percentage increase in the council tax. This reflects the increase in population/households in North Wales.
- 5.3 The rules for limiting the increase in the Council Tax, called the capping rules, are different for England and Wales. In addition, English Police and Crime Commissioners have had continued access to separate grants if they agreed to limit the Council Tax increases in previous years. These were previously paid by the Department of Communities and Local Government (DCLG) but were consolidated into the Home Office Grant and total £507m in 2019-20. North Wales has the highest Council Tax in England and Wales, but if these legacy Council Tax Grants were taken into consideration, North Wales would be the 8<sup>th</sup> highest.
- 5.4 No capping rules or assumed increase as in previous years have been announced in Wales, these are normally announced or guidance given at the same time as the grant allocations are announced.

## 6. Budget for 2020-21 and Planned Budget for 2021-22 to 2024-25

6.1 The detail of the Budget and changes for 2020-21 and future years are shown in Appendix B.

6.2 The main assumptions are as follows:

- Annual pay inflation 2.5% applied from September, increased from 2%
- General Inflation 2%, specific inflation applied where known
- Council Tax increase of 4.5% in 2020-21 (£12.51) and £12 per annum in the following years which equate to 4.13% in 2021-22, 3.97% 2022-23, 3.81% 2023-24 and 3.67% in 2024-25
- Grant increase of 0% in 2020-21, and a flat settlement of 0% grant increase for the following years
- A 0.25% increase in tax base from 2021-22 onwards.

This gives an overall position of

	Annual	Annual	Annual	Annual	Annual
	Budget	Budget	Budget	Budget	Budget
	2020-21	2021-22	2022-23	2023-24	2024-25
Baseline	154,264	158,224	161,955	165,706	169,471
Inflation	3,960	4,662	4,559	4,802	4,621
IT and PEQF growth	0	1,156	213	24	0
Savings	0	-126	0	0	0
<b>Budget Requirement</b>	<b>158,224</b>	<b>163,916</b>	<b>166,727</b>	<b>170,532</b>	<b>174,092</b>
Total Grant	-73,234	-73,234	-73,234	-73,234	-73,234
Precept from Council Tax	-84,990	-88,721	-92,472	-96,237	-100,022
<b>Total</b>	<b>-158,224</b>	<b>-161,955</b>	<b>-165,706</b>	<b>-169,471</b>	<b>-173,256</b>
<b>Annual Balance</b>	<b>0</b>	<b>1,961</b>	<b>1,021</b>	<b>1,061</b>	<b>836</b>
<b>Cumulative balance</b>	<b>0</b>	<b>1,961</b>	<b>2,982</b>	<b>4,042</b>	<b>4,878</b>
<b>Council Tax % increase</b>	<b>4.50%</b>	<b>4.13%</b>	<b>3.97%</b>	<b>3.81%</b>	<b>3.67%</b>
<b>£ increase</b>	<b>12.51</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

6.3 Based on the assumptions set out savings of £4.878m will need to be made from 2021-22 to 2024-25. However there is a very high level of uncertainty regarding Government funding and at the time of writing no announcements have been made. Once announcements have been made, the Plan will need to be reviewed and updated with the final figures. Total inflation of £3.960m for pay and non-pay is an overall 2.57% increase for 2020-21; this is equivalent to an increase in Council Tax of £13.54 / 4.7% on its own. It would be expected that grants would increase in line with inflation; however this has not been the case over the last 10 years. As a

measure of sensitivity, if grant were to be increased by 1% (which would still be a real terms cut) over the period of the MTFP the overall position would be as below. This would reduce the saving required to £1.144m. Potentially this would generate a surplus in 2020-21, however there will be significant set up costs for the uplift in officers that will need to be funded in 2020-21, and therefore it is proposed that council tax remain at the proposed £12.51 increase, to be used for one-off expenditure in later years.

	Annual	Annual	Annual	Annual	Annual
	Budget	Budget	Budget	Budget	Budget
	2020-21	2021-22	2022-23	2023-24	2024-25
Baseline	154,264	158,956	163,427	167,925	172,444
Inflation	3,960	4,662	4,559	4,802	4,621
IT and PEQF growth	0	1,156	213	24	0
Savings	0	-126	0	0	0
<b>Budget Requirement</b>	<b>158,224</b>	<b>164,648</b>	<b>168,199</b>	<b>172,751</b>	<b>177,065</b>
Total Grant	-73,966	-74,706	-75,453	-76,207	-76,969
Precept from Council Tax	-84,990	-88,721	-92,472	-96,237	-100,022
<b>Total</b>	<b>-158,956</b>	<b>-163,427</b>	<b>-167,925</b>	<b>-172,444</b>	<b>-176,991</b>
<b>Annual Balance</b>	<b>-732</b>	<b>1,221</b>	<b>274</b>	<b>307</b>	<b>74</b>
<b>Cumulative balance</b>	<b>-732</b>	<b>489</b>	<b>763</b>	<b>1,069</b>	<b>1,143</b>
<b>Council Tax % increase</b>	<b>4.50%</b>	<b>4.13%</b>	<b>3.97%</b>	<b>3.81%</b>	<b>3.67%</b>
<b>£ increase</b>	<b>12.51</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>

- 6.5 The budget has been balanced and reinvestment made as a result of the savings identified from the OIP, PRP and normal budget review processes. A summary of the savings is shown below:

Savings	20-21
	£k
Operational Improvement Programme	1,376
Estates	50
Procurement	80
Contingency Budgets	60
<b>Priority Resource Planning</b>	
Method/Volume Changes	278
Service Level Reductions	514
<b>Total</b>	<b>2,358</b>

- 6.5 Last year's MTFP identified an area of future risk in the implementation of the Police Education Qualification Framework (PEQF). This framework is intended to result in

all police officers having a level 6 qualification by the end of their training. In terms of costs there will be the additional cost of tuition fees and additional internal trainers; additional abstraction during the first year and further additional abstractions during the new second and third years of training. There are three methods of entry to PEQF: graduates holding a non-relevant degree complete a post-graduate course of two years; those entering without a degree complete a course of three years leading to a degree; both as an employed Police Officer. A third route is to gain a degree in Policing at an education establishment before becoming employed as a Police Officer; these candidates will complete practical training only, as the education requirement will already be fulfilled. Cost and abstraction rates have been built into the MTFP based on current recruitment rates and estimated additional abstraction fully covered by additional Officers. These costs are funded from a combination of additional budget and allocation of operation Uplift officers.

- 6.6 The current Capital Programme is nearing completion funded largely from reserves. Future Estates, IT and Fleet strategies are being prepared to reflect current requirements and the effects of Operation Uplift, and will lead to new investment requirements. Capital Grants are insufficient to fund a third of the annual Vehicle replacement programme; reserves can only be used once. An annual sum of £0.4m has been built into estimates from 2020-21 to fund capital investment. Final decisions on this will be based on business cases, but it is prudent to include an amount in the estimates as there is no other new source of capital funding.
- 6.7 Based on these assumptions and savings identified, a total reinvestment of £2.358m will be made in 2020-21. This is summarised below and includes the reinvestment of £0.278m method changes (efficiencies) within the PRP process. In addition to this the 62 additional officers have also been allocated as part of the PRP process. Details of the growth are given below.

Growth	20-21
	£k
PEQF Tuition Costs	160
Capital Funding	400
<b>Priority Resource Planning</b>	
Chief Constable - Staff and Non Staff	1,642
PCC - Staff and Non Staff	156
<b>Total</b>	<b>2,358</b>

- 6.8 Officer uplift allocation of the 62 Officers

**Crime Services – 34 officers**

- Protecting Vulnerable People Unit Local and Strategic - 19 officers

Sexual exploitation of vulnerable individuals has been an area of increasing demand over recent years, both in terms of number of incidents and on line criminality.

Investigations take time and have to be resourced, and follow-up monitoring of known previous offenders needs to be undertaken. The PRP process highlighted the need for additional resources in PVPU to deal with the increased volume of work. The officers are assigned to: Local Teams 10; Corporate Amethyst Team (Investigating Sexual Assaults) 8; and Paedophile Online Investigation Team 1.

- Economic Crime Unit - 5 officers

This is another area of increasing demand highlighted by the PRP process. This includes Detective Inspector to strategically lead the Unit, and additional investigative resources. This will also give additional support to the Serious and Organised Crime Team

- Major Crime Team - 10 officers

Detection and disruption of Organised Crime Groups (OCGs) is a local and national priority. This work takes time and resources and the Force has been successful in pursuing and dismantling OCGs from both within and outside the Force area. Additional resources will enhance the work carried out by the teams.

#### **Local Policing – 23 officers**

- Response 16 officers

An allocation of 16 front line officers to the Response Teams will strengthen the teams, which will allow for additional officers to cover training abstraction with the implementation of the Police Education Qualification Framework (PEQF). PEQF will give new recruits a degree at the end of their training, but this does mean that there is additional abstraction in their second and third years as Officers.

- Community Safety 5 officers

These include 3 additional officers in the Rural Crime Team and an Inspector to work with partner organisations and an additional Officer for the Integrated offender Management Unit.

- Assessors 2 officers

Additional Probationary Assessor Officer are required to deal with the increased Officer recruitment.

#### **Others – 5 officers**

- Covering Workforce Representation, Health & Wellbeing, Anti-Corruption Unit (PSD), Programme Management Office, NPCC.

These are other areas identified from the priorities, Force Management Statement and PRP process.



6.9 **Staff changes from PRP volume and method changes and enhancements - 22.62 posts:**

**Crime Services – 6.3 fte**

- Intelligence – County Lines and Firearms Packages
- Central Referral Unit

These are analyst posts to support the additional officers in Crime Services and to service additional demand on intelligence management.

**Operational Support Services – 3 fte**

- Firearms Licensing

The number of licence renewals varies significantly from year to year, as a result of the renewal cycle, which creates a peak in demand for two years in every five year period.

**Corporate Services – 10.32fte**

- Training – Crime Academy (increased detective numbers), ICT, Driver Training, Taser uplift
- Health & Wellbeing
- HR and SSF Restructure

Officer and Staff health and wellbeing and training was highlighted as an area needing investment within the FMS; Operation Uplift and other initiatives such as additional Taser deployment has result in further demand. A high proportion of the new Officer roles are detectives which has been a pattern in recent years, this requires an increase in the number of new detectives being trained.

**Finance & Resources – 2fte**

- Business Support Officers

These are essential roles to ensure that the level of change being experienced is managed and that day to day business is carried out efficiently.

- **OPCC – 1 FTE**

An increase of 1 Policy and Scrutiny Officer to reflect the level of development and change currently ongoing.

6.10 Non staff changes are set out below:

**Non-Staff:**

Information Technology £0.745m – There are significant developments within IT, including the National Enablement Programme, Body Worn Video and personal issue 2 in 1 devices. This will lead to front-line officers having improved technology and software available to them at any time.

PEQF tuition fees £0.160m as included in previous MTFP

Capital Funding – annual increase of £0.400m (included as a one-off item in the previous MTFP) this is required as the capital grant from the government is minimal, and the reserves are becoming depleted.

Other Supplies & Services £0.103m in the main formalising Community Safety Fund additionality for the Early Intervention Fund (£0.100m) which was temporary in 2019-20.

6.11 In addition temporary growth funded from Management of Change reserve to enable projects and developments to be implemented as below:

**OSS – 15 posts**

- Single Online Homes (Digital Desk)
- Command & Control Upgrade

**Crime Services – 2 posts**

- ANPR project
- Intelligence Officer for Intelligence Enquiries subject to outcome of Brexit

**People and Organisational Development – 6.4fte**

- Business Systems Unit
- PEQF
- Digital Transformation

6.12 The reinvestment of £2.358m together with the additional 62 uplift officers will enable significant investment to be made, but this in turn puts pressure on other budgets to support this investment. This has been addressed to a certain degree but until the funding figures for the uplift officers and the grant have been announced for 2020-21 it will not be clear if there are further gaps.

**7. Risks**

7.1 Funding for 2020-21 has not been announced and could be insufficient to fund the Plan, including the Uplift officers. The funding will be for only one year. Growth from the uplift and precept funding, as well as re investment, put pressure on the remaining budget, and makes cashable efficiencies more difficult to deliver.

- 7.2 The Government will hold a spending review in 2020 to inform 2021-22 funding, this makes funding uncertainty high. The uncertainty around Brexit and the eventual economic effect creates further uncertainty.
- 7.3 One of the biggest risks over the next few years is the funding formula due to the sensitivity and lack of information around the new formula. The figures provided by the Home Office during the 2015-16 review showed North Wales's allocation increasing from 1.03% to 1.06% of the total, this equated to £2m additional funding; estimates later provided by Devon and Cornwall showed North Wales's allocation reducing by £14.5m, demonstrating the sensitivity of such changes. The Home Office has not announced their intentions in terms of reviewing the formula.
- 7.4 New and emerging national and local risks that must be resourced, such as County Lines, Child Sexual Exploitation and Cyber Crime, have been addressed within the budget. However, new risks continually develop and the increase in volume and complexity of crimes is a risk.
- 7.5 National developments such as Operation Uplift and PEQF detailed in earlier sections create financial and operational risks. The replacement system for Police Communications (ESN) was intended to deliver savings, but these have not yet been confirmed. Delays have introduced additional costs which will likely impact North Wales Police, either by an increase in top-slicing, or by an increase in charges to the force. The additional cost of providing the latest IT, whether these are mandatory national systems or not, and the change in provision model from purchase to subscription is an additional funding risk.
- 7.6 Potential savings in 2020-21 have yet to be delivered. These plans are mature and it is expected that these savings will be achieved. Plans beyond 2021-22 are in development. Cashable efficiencies will become harder to deliver with the requirements of Operation Uplift, meaning that officer numbers must be maintained.
- 7.7 The estimated budgets set out are based on the planning assumptions for increases in Council Tax being agreed. If this were to be reduced each reduction of 1% would mean an additional £0.813m cut in budgets.
- 7.8 The Home Office has top-sliced the amounts allocated to Police areas in recent years to fund national units and initiatives. Top slicing was increased by 26% over the period 2017-18 to 2019-20 to a total of £1,029m. Any new initiatives may result in further top slicing.
- 7.9 Further cuts could be applied if the economic climate worsens. Each additional 1% cut to the General Grant Funding is a cash reduction of £0.732m.
- 7.10 As 80% of the net budget is spent on pay any small changes in pay increase, pension contribution or National Insurance contributions, Apprenticeship Levy, or any other pay-related expenditure can have a disproportionate effect on the budget. Each 1% pay increases has a full years effect of an additional £1.334m increase in costs. Increases in pension costs were seen in 2019-20, and also have a significant effect on

budgets. If grants are not increased in line with inflationary costs, the cost of pay inflation either falls on the council tax or has to be funded by cuts. The risk of inflation not being recognised as part of the Government settlement is substantial.

- 7.11 Inflation has been low in recent years and the budget assumptions reflect this, however this could change especially in areas such as fuel and energy where prices can be very volatile.
- 7.12 The table below highlights the sensitivity of the main assumptions

Sensitivity main variables	£m
1% change in Council Tax	0.813
1% change in grant	0.732
A 1% change in pay	1.334
1% change in general inflation	0.442

- 7.13 The additional cost of providing the latest IT and the change in provision model from purchase to subscription is a developing risk.

## 8. Capital

- 8.1 The Capital Programme which commenced in 2013-14 has come to its conclusion. By the end of 2019-20 the following will have been achieved:
- 4 major new facilities in Llangefni, Llandudno and Wrexham (2 builds)
  - 20 refurbishments and relocations
  - Continuation of the Vehicle replacement Programme
  - Upgraded Network, Servers, Desk Tops, Mobile devices and the replacement of the Control Room Technology systems.
- 8.2 The PCC's assets and infrastructure need continued investment in order to ensure an efficient and modern working environment. Strategies for the Estates, IT and Fleet were developed last year and a new Capital Programme agreed. However, since the Programme was prepared, the announcement of the uplift in Officer numbers was made. The initial allocation is for an additional 62, but this could increase to around 200, plus support staff. This will mean that the Estates programme will need to be revised once the full requirements are known. Initial amount allocated to this are shown as Estates Review 2 in Appendix B.
- 8.3 The refurbishment of Pwllheli is due to start this financial year and finish next year. The re location of the Vehicle Workshop, currently rented, is due to start next year subject to final Business Case. Other works in the HQ complex and the Firearms base are planned for 2020-21.

- 8.4 Substantial investment is required for IT. This is being directed by the Digital Transformation Programme Board. The personal issue of internet-enabled devices to operational officers and staff will enable agile working, and in due course all devices will be able to utilise the National Enablement Programme in terms of the latest software available. Outline business cases have been provided in each area, the detailed cases and business benefits are being developed. The Programme also includes the replacement of Body Worn Video equipment. Additional investment of £4.056m has been estimated for the period 2019-20 to 2024-25, as detailed below.

Capital Programme 2019-20 to 2024-25	Increase
Project	£'m
2 in 1's, Laptops and desktops	2,841
Lockers for charging and storage	200
Mobile app / Life X Deployment	471
NEP Infrastructure/Sail Point/Internet Links	208
Digital Intelligence & Investigation	211
Digital Evidence Management	125
Total Information Technology and Communication	4,056

- 8.5 The programme is affordable, being funded from a combination of grants, reserves, direct revenue contribution and borrowing. The overall strategy is to minimise borrowing and maximise the amounts funded fully in the year of purchase by use of direct revenue contribution and capital receipts, which in turn minimises interest and capital repayments in subsequent years.
- 8.6 The capital figures are shown in Appendix C; the final detailed plan will be formally approved as part of the Capital Strategy which incorporates the Treasury Management and Prudential Code Strategies in March 2020. A summary of the Programme and funding is given below.
- 8.7 Once the full implications of operation uplift are known, including the allocation of additional officers in 2021-22 and 2022-23 the Capital Programme will need to be reviewed.

## 8.8 Capital Programme 2019-20 to 2024-25

Ref	Description	2019-20 Revised Budget £000	2020-21 Est £000	2021-22 Est £000	2022-23 Est £000	2023-24 Est £000	2024-25 Est £000
	Total Building Works	1,371	4,529	3,995	3,479	3,891	1,433
	Total Vehicles and Other Equipment	2,342	1,800	1,300	1,855	1,300	1,300
	Total Information Technology and Communication	5,463	3,146	2,145	750	1,880	750
	<b>Total</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>
	<b>Funding</b>						
46	Home Office Grant	462	462	462	462	462	462
47	Revenue Contribution	2,269	1,643	1,516	1,238	1,238	1,238
48	Earmarked Reserves	3,536	1,608	0	0	0	0
49	Capital Receipts	475	155	377	100	1,420	475
50	Borrowing for Estates	774	4,141	3,895	3,379	3,141	958
51	Borrowing for replacement programme	1,660	1,466	1,190	905	810	350
	<b>Total Funding</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>
52	External sources	462	462	462	462	462	462
53	Own resources	6,280	3,406	1,893	1,338	2,658	1,713
54	Debt	2,434	5,607	5,085	4,284	3,951	1,308
	<b>TOTAL</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>

## 9. Reserves

- 9.1 The Commissioner has a duty to ensure that he holds adequate financial reserves to manage risks. In addition to the funding and forecasting risks detailed above, the Commissioner needs to allow for expenditure risk (spending over budget), as well as the possibility of costly major incidents, natural disasters or other unforeseen events. An element of this risk has been managed through the in-year budgets through the contingency budgets. These have been reduced with a greater proportion of that risk being transferred to Reserves.
- 9.2 The Reserves are reviewed as part of the budget setting process and again as part of producing the Statement of Accounts at the end of the financial year with the final position being known at the end of the financial year.
- 9.3 There is a planned reduction in reserves from £23.643m to £15.665m over the next 5 years. Investments from the Management of Change reserve are planned to enable the changes required over the next two years. Planned use of the PFI reserve will commence in 2020-21, this reserve has been re set following a negotiated reduction in the cost of the PFI contract. A transfer of £1.2m is planned from the PFI reserve to the Estates Maintenance Reserve at the end of 2019-20. Estimated use of the Estates Maintenance Reserve has been included in the projections. A description of each reserve is given in paragraph 9.6.
- 9.4 The reserves are approaching the lower end of the acceptable range, taking into account the financial risks that have been transferred to reserves from the annual budgets over recent years. Any significant unplanned expenditure would require the reserves to be replenished in order to manage future risks.

### Reserve Position

<i>Usable Reserves at</i>	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24	31.3.25
	Balance	Balance	Balance	Balance	Balance	Balance	Balance
	£m	£m	£m	£m	£m	£m	£m
Capital Receipts Reserve	0.009	1.960	2.505	2.128	2.178	1.258	1.158
General Fund Balance	4.392	5.189	5.189	5.189	5.189	5.189	5.189
Earmarked General Fund Reserves	19.251	14.374	11.861	11.373	10.768	10.043	9.318
<b>Total Usable Reserves</b>	<b>23.652</b>	<b>21.523</b>	<b>19.555</b>	<b>18.690</b>	<b>18.135</b>	<b>16.490</b>	<b>15.665</b>

**Earmarked General Fund Reserves**

Description	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24	31.3.25
	£m	£m	£m	£m	£m	£m	£m
Capital Investment	2.059	1.243	0.633	0.633	0.633	0.633	0.633
Major Incident	2.435	2.310	2.310	2.310	2.310	2.310	2.310
Pension Ill Health Reserve	0.915	0.915	0.915	0.915	0.915	0.915	0.915
Insurance Reserve	1.173	1.173	1.173	1.173	1.173	1.173	1.173
PFI Reserve	4.333	3.177	3.106	2.918	2.613	2.188	1.763
Estates Security and Maintenance	1.033	1.816	1.516	1.216	0.916	0.616	0.316
Management of Change	5.950	2.387	0.855	0.855	0.855	0.855	0.855
Partnerships Reserve	0.654	0.654	0.654	0.654	0.654	0.654	0.654
Commissioner Community Safety Fund	0.500	0.500	0.500	0.500	0.500	0.500	0.500
OPCC Legal Reserve	0.056	0.056	0.056	0.056	0.056	0.056	0.056
OPCC Reserve	0.143	0.143	0.143	0.143	0.143	0.143	0.143
Total	19.251	14.374	11.861	11.373	10.768	10.043	9.318

9.5 The use of the reserves will depend on the final decisions on capital expenditure and the final revenue outturn in 2019-20, therefore the table below shows the current estimate of how the earmarked reserves may be best used to support service provision and reduce the pressure on the revenue budget. Where the use of the Reserve is not known (such as the Major Incident Reserve) no changes are shown. Details of the projected Reserve position at the end of each year are given below the table.



9.6 The Policing Minister announced new guidelines on transparency of reserves during 2018-20. The tables below show the reserves as categorised by the guidelines.

	31.3.19 £m	31.3.20 £m	31.3.21 £m	31.3.22 £m	31.3.23 £m	31.3.24 £m	31.3.25 £m
Reserves at Year End	23.643	19.563	17.050	16.562	15.957	15.232	14.507
<b>General Reserves</b>	4.392	5.189	5.189	5.189	5.189	5.189	5.189
<b>Earmarked Revenue Reserves</b>							
of which held to meet budgetary risks	4.722	4.597	4.597	4.597	4.597	4.597	4.597
of which held to support the medium term budget	0.500	0.500	0.500	0.500	0.500	0.500	0.500
of which held to facilitate change programmes	6.983	4.203	2.371	2.071	1.771	1.471	1.171
of which held pending future deficits on PFI contracts	4.333	3.177	3.106	2.918	2.613	2.188	1.763
of which committed to future year capital programmes	2.059	1.243	0.633	0.633	0.633	0.633	0.633
of which Other Earmarked Reserves							
of which Reserves held on behalf of other organisations	0.654	0.654	0.654	0.654	0.654	0.654	0.654
<b>Total Revenue Reserves</b>	<b>23.643</b>	<b>19.563</b>	<b>17.050</b>	<b>16.562</b>	<b>15.957</b>	<b>15.232</b>	<b>14.507</b>
<b>Capital Grants and Reserves</b>							
of which capital grants unapplied	0	0	0	0	0	0	0
of which capital receipts reserve	0.009	1.960	2.505	2.128	2.178	1.258	1.158
of which other	0	0	0	0	0	0	0
<b>TOTAL Reserves</b>	<b>23.652</b>	<b>21.523</b>	<b>19.555</b>	<b>18.690</b>	<b>18.135</b>	<b>16.490</b>	<b>15.665</b>
Total Revenue Reserves Broken down as follows:							
Funding for projects & programmes over the period of the current MTFP	10.196	6.600	4.158	3.858	3.558	3.258	2.958
Funding for projects & programmes beyond the current MTFP	9.055	7.774	7.703	7.515	7.210	6.785	6.360
General Contingency	4.392	5.189	5.189	5.189	5.189	5.189	5.189
<b>TOTAL (Must equal total above - line 28)</b>	<b>23.643</b>	<b>19.563</b>	<b>17.050</b>	<b>16.562</b>	<b>15.957</b>	<b>15.232</b>	<b>14.507</b>

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

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

**Pension Ill Health Reserve (Risk)** – The Force has to pay a one off sum equivalent to twice an officer’s annual pay for each Ill Health Retirement. Holding the Reserve addresses the variability year to year of these low volume, high cost items.

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

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

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

**Management of Change (Earmarked Revenue)** - Investment required facilitating change and reducing cost in the longer term.

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

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

**Office of the PCC Reserves (Earmarked Revenue)** – OPCC reserve; legal reserve and participatory budget.

## **10 Summary**

- 10.1 The Medium Term Financial Plan sets out the Commissioner’s and the Chief Constable’s plans for the revenue and capital budgets and the use of reserves over the next 5 years.
- 10.2 Increased cost pressures from inflation and new requirements have resulted in difficult decisions having to be made during this planning cycle. These additional costs follow on from a period of eight years where £33m of savings have been taken from budgets. The emerging demands on operational resources also add to the financial pressure.
- 10.3 The Commissioner has considered all of the options available within the resources available. Extensive work was carried out by the PRP process in order to identify

savings and move resources within the organisation. The PRP process also enabled the intelligent allocation of 62 Operation Uplift officers, based on priorities. Pay inflation has increased as the Government ease the public sector pay restrictions. A council tax increase of 4.7% would be needed to cover inflation assuming a cash flat grant settlement. Additional resources have become available by the announcement of additional officers; however it is unclear whether the full cost of the additional officers, including support and infrastructure, will be funded. Taking all these factors into consideration a council tax increase of £12.51 (4.5%) is proposed. This is the lowest prudent council tax/precept increase, given that general funding, phase 1 Operation Uplift funding, and the allocation of phase 2 Operation Uplift have not been announced.

### The Financial Strategy

#### Financial Strategic Objectives:

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

To achieve the strategic objectives planning is undertaken in the following areas:

#### **Corporate and Business Planning**

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

#### **Risk Management - Reserves and Provisions**

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

## **Risk Management - Financial Control Framework**

- To maintain a financial control framework; this is key to maintaining effective standards of financial administration and stewardship. This will be achieved through the following:
  - Adherence to:
    - Statutory Rules and Regulations
    - Home Office Financial Management Code of Practice
    - Code of Corporate Governance
    - Policies and Procedure notes
    - Financial Regulations and Standing Orders
    - Capital Strategy including the Treasury Management Policy and adherence to the Prudential Code
    - Codes of Professional Conduct
  - And also:
    - Implementation of Internal and External Audit recommendations
    - Management of Risk
- To maintain and develop adequate financial systems to record and control resources
- To align financial responsibility at the operational level with the appropriate management control or influence
- To ensure that accurate, up to date and timely financial information is available to enable users to apply it effectively in decision making.

## Appendix B

### Revenue Budget 2019-20 to 2024-25

Ref	Description	Annual	+'Inc -' Redn (net budget)	Annual	Annual	Annual	Annual	Annual
	<u>Budget 2019-20 to 2024-25</u>	Budget 2019-20	2020-21	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25
	Expenditure	£000	£000	£000	£000	£000	£000	£000
1.1	Police Officer Pay Establishment	80,352	1,994	82,346	84,980	87,471	90,154	92,542
2.1	Police Staff Pay	39,488	670	40,158	41,196	42,262	43,354	44,473
2.2	PCSO's	6,586	131	6,717	6,852	6,989	7,128	7,271
3	Police Officer Overtime	2,114	93	2,207	2,262	2,319	2,377	2,436
4	Police Staff Overtime	602	15	617	633	648	665	681
5	Allowances	1,365	-24	1,341	1,337	1,333	1,330	1,328
6	Training	724	209	933	952	971	990	1,010
7	Other Employee	559	12	571	582	594	605	618
8	Direct Pension Payments	3,305	79	3,384	3,465	3,548	3,634	3,721
9	Energy Costs	1,420	0	1,420	1,463	1,506	1,552	1,598
10	Building Running Costs	6,409	91	6,500	6,630	6,763	6,898	7,036
11	Repairs & Maintenance of Vehicles	535	10	545	556	567	579	590
12	Vehicle Running Costs	1,876	48	1,924	1,973	2,024	2,076	2,130
13	Car & Travelling Allowances	716	14	730	745	760	775	791
14	Air Support Unit	589	15	604	619	635	651	667
15	Equipment	1,009	20	1,029	1,050	1,071	1,092	1,113
16	Clothing and Uniforms	467	10	477	486	496	506	516
17	Printing and Stationery	359	7	366	373	381	389	396
18	IT and Communications	10,744	959	11,703	11,938	12,176	12,420	12,668
19	Subsistence	282	6	288	294	300	306	312
20	Other Supplies and Services	2,572	-51	2,521	2,555	2,589	2,625	2,660
21	Collaboration and Partnerships	5,552	161	5,713	5,856	6,002	6,152	6,306
22	Forensics	740	14	754	769	785	801	817
23	Debt Charges & Contribution to Capital	2,607	-175	2,432	2,440	2,440	2,440	2,440
24	Special Situations Contingency	400	0	400	400	400	400	400
25	Inflation and General Contingency	460	-60	400	400	400	400	400
26	Community Safety Fund	1,567	-1	1,566	1,566	1,566	1,566	1,566
	<b>Gross Expenditure</b>	<b>173,399</b>	<b>4,247</b>	<b>177,646</b>	<b>182,372</b>	<b>186,996</b>	<b>191,865</b>	<b>196,486</b>

	Annual Budget 2019-20	+ 'Inc - ' Redn (net budget)	Annual Budget 2020-21	Annual Budget 2021-22	Annual Budget 2022-23	Annual Budget 2023-24	Annual Budget 2024-25
	£000	£000	£000	£000	£000	£000	£000
<b>Income</b>							
<b>27 Secondments</b>	-6,017	-106	-6,123	-6,123	-6,123	-6,123	-6,123
<b>28 Interest on Balances</b>	-100	0	-100	-100	-100	-100	-100
<b>29 Income</b>	-2,280	-85	-2,365	-2,365	-2,365	-2,365	-2,365
<b>30 Specific Grants</b>	-10,782	19	-10,763	-10,710	-10,657	-10,605	-10,605
<b>Total Income</b>	<b>-19,179</b>	<b>-172</b>	<b>-19,351</b>	<b>-19,298</b>	<b>-19,245</b>	<b>-19,193</b>	<b>-19,193</b>
<b>31 PFI Reserve</b>	44	-115	-71	-188	-306	-425	-425
<b>32 Speed Awareness Reserve</b>	0	0	0	0	0	0	0
<b>33 Additional from Reserves</b>	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>154,264</b>	<b>3,960</b>	<b>158,224</b>	<b>162,886</b>	<b>167,445</b>	<b>172,247</b>	<b>176,868</b>
<b>34 Total Grants</b>	-73,234	0	-73,234	-73,234	-73,234	-73,234	-73,234
<b>35 Precept</b>	-81,030	-3,960	-84,990	-88,721	-92,472	-96,237	-100,022
<b>Funding</b>	<b>-154,264</b>	<b>-3,960</b>	<b>-158,224</b>	<b>-161,955</b>	<b>-165,706</b>	<b>-169,471</b>	<b>-173,256</b>
Annual Balance	0	0	0	931	808	1,037	836
<b>BASE CASE - Cumulative</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>931</b>	<b>1,739</b>	<b>2,776</b>	<b>3,611</b>

#### Other Growth and Savings (IT and PEQF)

Annual Balance	1,961	1,021	1,061	836
Cumulative Balance	1,961	2,982	4,043	4,878

#### Operation Uplift Phase 1

Expenditure	3,050	3,127	3,205	3,285	3,367
Assumed Grant	-3,050	-3,127	-3,205	-3,285	-3,367

## Appendix C

### Draft Capital Programme 2019-20 to 2024-25

Ref	Description	2019-20 Revised Budget	2020-21 Est	2021-22 Est	2022-23 Est	2023-24 Est	2024-25 Est
		£000	£000	£000	£000	£000	£000
	<b><u>Estate Programme</u></b>						
1	Retentions, Consultancy and QS	25					
2	Sustainability Improvements	255	100	100	100	100	100
3	Wrexham new Custody and DHQ	96					
4	Wrexham in town facility	619					
5	<b>Estate Review 2</b>	40	1,559	2,570	3,379	3,791	1,333
6	Pwllheli Police Station Refurbishment	200	780				
7	FHQ Complex and Canteen area		257				
8	Vehicle Workshop		1,545	1,325			
9	Custody CCTV	33					
10	Firearms Base works	103	288				
	<b>Total Building Works</b>	<b>1,371</b>	<b>4,529</b>	<b>3,995</b>	<b>3,479</b>	<b>3,891</b>	<b>1,433</b>
	<b><u>Vehicles and Other Equipment</u></b>						
11	Vehicle Purchase Replacement Programme	2,071	1,300	1,300	1,300	1,300	1,300
12	Police Support Vehicles				555		
13	Dexun System (SCC)	78					
14	Intoxilators x 3		30				
15	ANPR replacement		470				
16	Fingerprint Capture and Enhancement	62					
17	Collision Surveying Equipment	131					
	<b>Total Vehicles and Other Equipment</b>	<b>2,342</b>	<b>1,800</b>	<b>1,300</b>	<b>1,855</b>	<b>1,300</b>	<b>1,300</b>



Ref	Description	2019-20 Revised Budget	2020-21 Est	2021-22 Est	2022-23 Est	2023-24 Est	2024-25 Est
		£000	£000	£000	£000	£000	£000
	<b><u>Information Technology and Communication Equipment</u></b>						
18	Desk Top Replacement (Replacement Programme)	1,273	1,202	300	750	750	750
19	Control Room Technology Replacement	531					
20	Lockers for charging and storage	200					
21	Mobile app / Life X Deployment		471				
22	Server Replacement			700			
23	Business Systems Servers (Replacement Programme)			145			
24	Mobile data devices	15	570			460	
25	Airwave Replacement Units	13					
26	Airwave replacement ESN			1,000			
27	DFU Server replacement		20			270	
28	Mobile Responder App	200					
29	NEP Infrastructure/Sail Point/Internet Links	1,180					
30	Connectivity Software	85					
31	Wifi	250	250				
32	Digital Workplace audio visual	200					
33	Single on line Home (Digital Public Contact)		40				
34	Digital Intelligence & Investigation	18	193				
35	Digital Evidence Management	125					
	<b>EOL (End of Life - various systems)</b>						
36	CISCO Telephony	250					
37	Email (then re-used for NEP)						
38	Nexus Memory Upgrade	50					
39	Backup	156					
40	Local Area Network	80					
41	Thin Clients/ Laptops/ Desktops	50					
42	Risk Register	74					
43	ICAD Upgrade (Command and Control Upgrade)	100	400				
44	Body Worn Video	535				400	
45	GIS Update	78					
	<b>Total Information Technology and Communication</b>	<b>5,463</b>	<b>3,146</b>	<b>2,145</b>	<b>750</b>	<b>1,880</b>	<b>750</b>
	<b>Total Capital Expenditure</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>

		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Ref	Description	Revised Budget	Est	Est	Est	Est	Est
	<b>Funding</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
46	Home Office Grant	462	462	462	462	462	462
47	Revenue Contribution	2,269	1,643	1,516	1,238	1,238	1,238
48	Earmarked Reserves	3,536	1,608				
49	Capital Receipts	475	155	377	100	1,420	475
50	Borrowing for Estates	774	4,141	3,895	3,379	3,141	958
51	Borrowing for replacement programme	1,660	1,466	1,190	905	810	350
	<b>Total Funding</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>
52	External sources	462	462	462	462	462	462
53	Own resources	6,280	3,406	1,893	1,338	2,658	1,713
54	Debt	2,434	5,607	5,085	4,284	3,951	1,308
	<b>TOTAL</b>	<b>9,176</b>	<b>9,475</b>	<b>7,440</b>	<b>6,084</b>	<b>7,071</b>	<b>3,483</b>

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

<b>Title:</b>	<b>Update on the 2019/20 Budget (as at 30 November 2019)</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 31 January 2020</b>
<b>Author:</b>	<b>Kate Jackson, Chief Finance Officer</b>

#### **1. Introduction**

- 1.1 The purpose of this paper is provide members of the panel with:
- confirmation of the Annual Audit Letter;
  - an update on the policing budget for North Wales as at 30 November 2019 (month 8).

#### **2. Recommendations**

- 2.1 To note the report.

#### **3. Annual Audit Letter**

- 3.1 The Annual Audit Letter was received on 18 November 2019. The letter summarised the external auditor's key messages arising from the statutory duties under the Public Audit (Wales) Act 2004 and the reporting responsibilities under the Code of Audit Practice. In addition to reiterating what has been previously reported to Police and Crime Panel regarding the accounts, Wales Audit Office confirmed that they are were satisfied that appropriate arrangements were in place to secure economy, efficiency and effectiveness in the use of resources, and identified the Operational Improvement Programme as an area of good practice.
- 3.2 The letter can be found [here](#).

#### **4. 2019/20 Budget Update**

- 4.1 The net budget of £154.264m was approved at Police and Crime Panel on 28 January 2019. This includes £0.826m for the OPCC and £1.624m for the Community Safety Fund. Further information can be found on the Police and Crime Commissioner's [website](#).
- 4.2 The budget included growth of £1.939m, and involved the creation of 40 new posts. Progress to date comprises:
- Increased operational proactive capacity and capability – the team has been recruited, and will become fully operational on 3 February 2020.
  - Increase in serious and organised crime capacity and capability – completed on 6 January 2020.
  - Increase analytical and phone SPOC capacity – complete - all posts appointed April 2019.

- Develop and implement a new fugitive team – completed 13 January 2020. The team is now known as SOC Dev Team.
- Increase capacity for Digital Forensic Examinations – completed 7 October 2019.
- Increase number of Domestic Abuse Officers (DAO) – two of the three PCSIs were appointed in 2019; the third will be appointed imminently.
- Increase number of Sex and Violent Offender Unit (SAVOU) officers – completed, with the last move completed 20 January 2020.
- Increase the functionality of Onyx and provide a CCE capability – completed 27 January 2020.
- Multi Agency Tasking and Co-ordination (MATAC facilitator) – completed 9 September 2019. Name changed to ADAPT co-ordinator.
- Taser upgrade and enhancement – purchase of devices is complete; there will be 400 taser-trained officers by the end of March 2020.
- Innovation Fund – ‘Get it sorted’ campaign and ‘Detective Now’ - completed
- Pump prime digital investment – additional equipment such as 2-in-1 devices, laptops and body-worn video devices purchased - complete
- Pump prime ACE through Commissioner’s fund – complete. It is proposed to continue this fund on an ongoing basis.

It is important to note that where additional police officers were to be recruited, this was achieved by an additional cohort in April 2019; when these officers were able to be deployed, this was the earliest opportunity to deploy trained and experienced officers to fill the additional police officer posts above.

4.2 Since the previous report to Police and Crime Panel, the following changes have required amendments to the budget:

- The 2019/20 pay award for both officers and staff was confirmed at 2.5%. The additional cost of £0.336m is included in the projections.
- In July, the Prime Minister announced plans to recruit an additional 20,000 police officers across England and Wales (Operation Uplift). The original announcement stated that this would be funded within existing resources; however, since then it has been indicated that funding will be available going forward. In order to begin making progress with this, an additional 18 officers were recruited in October 2019, and additional POD (HR) and training resources were put in place. The pay costs of these additional officers is £0.302m in 2019/20, with further costs (for uniforms, equipment, training, etc.) estimated to be £0.209. The provisional grant from the Home Office to fund this additional £0.511m is £0.296m. Both the expenditure and grant related to Operation Uplift are included in the projections.

4.3 Overall, there is a projected underspend of £0.115m. This is very small compared to the overall budget (around 0.07%) so in practical terms the net expenditure would be considered to be on budget, with minimal headroom.

4.4 The variance in the pay budgets, in addition to Operation Uplift, reflects the following:

- officers leaving or retiring at a different time than anticipated;
- the filling of staff vacancies more quickly than anticipated;
- overtime for major incidents (to be funded from the major incident budget).

4.5 The Supplies and Services budget includes a projected overspend in IT expenditure of £0.184m, largely due to additional National Enablement Programme costs (£0.100m) and variations within the CGI contract (£0.075m).

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

4.7 A summary of the budgets and projections is given below. Any underspend will be transferred to reserves at the end of the financial year; it is proposed to transfer this to the Management of Change reserve.

	Original Budget £'000	Budget 30 November 2019 £'000	Actual 30 November 2019 £'000	Projection to Year End £'000	Projected Variance £'000
<b>Expenditure</b>					
Employees	134,701	135,321	89,392	135,732	411
Premises	7,863	8,528	5,210	8,377	(151)
Transport	3,826	3,589	2,097	3,646	57
Supplies and Services	21,706	21,874	13,378	22,160	286
Debt Charges and Contributions to Capital	2,607	2,607	66	2,607	-
Contingencies	860	77	-	76	(1)
Community Safety Fund	1,567	1,567	642	1,567	-
<b>Total Expenditure</b>	<b>173,130</b>	<b>173,563</b>	<b>110,785</b>	<b>174,165</b>	<b>602</b>
<b>Income</b>	<b>(18,910)</b>	<b>(20,080)</b>	<b>(11,201)</b>	<b>(20,797)</b>	<b>(717)</b>
<b>Movement in reserves</b>	<b>44</b>	<b>781</b>	<b>0</b>	<b>781</b>	<b>-</b>
<b>Total Net Expenditure</b>	<b>154,264</b>	<b>154,264</b>	<b>99,584</b>	<b>154,149</b>	<b>(115)</b>
<b>Funding</b>					
Grants	(73,234)	(73,234)	(49,399)	(73,234)	-
Precept	(81,030)	(81,030)	(54,020)	(84,030)	-
<b>Total Funding</b>	<b>(154,264)</b>	<b>(154,264)</b>	<b>(103,419)</b>	<b>(154,264)</b>	<b>-</b>
<b>Net underspend</b>					<b>(115)</b>

4.8 Included in the above is income and expenditure related to the Victims' Services grant from the Ministry of Justice. £804,262 has been allocated to the North Wales Police and Crime Commissioner. £783,352 has been earmarked for the commissioning of victims' services, with the remainder contributing to our associated costs. Commissioned services include: the Victims' Help Centre, IDVA, and ISVA.

4.9 Also included above is the Office of the Police and Crime Commissioner. The revised budget for the year is £833,648, including a £30,000 contribution to PACT. As at 30 November, expenditure was £633,368 and the projected outturn was £847,621, which is slightly above the budget, but is subject to change. Any overspend can be funded from the reserve on a one-off basis.

4.10 The revised budget for the commissioning of services was £57,188. As at 30 November the expenditure was £57,296, with a gross projection of £76,516, and net projection of £55,606 (a net projected underspend of £1,582) after a contribution from the MoJ Victims' Services grant has been applied.

## 5. Capital

5.1 The original capital programme for 2019/20 was £6.667m. Taking into account slippage and some minor additions and deletions, this increases to £9.176m.

5.2 The major increase in future years' IT & Communications budget reflects the transition to more personal issue of laptops and similar equipment, and the incorporation of a replacement programme for these items.

5.3 Once more information has been received about the timing and funding of Operation Uplift, the entire capital programme will need to be reviewed.

Scheme	Expenditure b/f £'000	Budget 2019/20 (reprofiled) £'000	Expenditure 2019/20 to 30.10.19 £'000	Budget – Future years £'000	Total Budget £'000	Expenditure to 30.10.19 £'000
Wrexham new build facility Llay	21,119	105	105	-	21,224	21,224
Wrexham in town facility	1,766	610	489	-	2,376	2,235
Llandudno new build	2,742	-	-	-	2,742	2,742
Other estates	3,943	656	187	17,327	21,926	4,130
Vehicles & equipment	7,855	2,342	985	7,555	17,752	8,840
IT & Communications	7,402	5,463	2,390	8,671	21,536	9,792
<b>Total Capital Programme</b>	<b>44,827</b>	<b>9,716</b>	<b>4,156</b>	<b>33,553</b>	<b>87,556</b>	<b>48,983</b>

## 6 Implications

Diversity	No separate diversity implications
Financial	<p>The purpose of this report is to inform the Police and Crime Panel of the revenue and capital monitoring position as at the end of November 2019.</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.

# 2018/19

## Annual Report

AGENDA ITEM 7d

SWYDDFA **COMISIYNYDD HEDDLU**  
**A THROSEDD GOGLEDD CYMRU**



OFFICE OF THE **POLICE & CRIME**  
**COMMISSIONER NORTH WALES**





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# Introduction

## Message from Arfon Jones, Police and Crime Commissioner for North Wales

Welcome to my 2018-19 Annual Report as Police and Crime Commissioner (PCC) for North Wales. This report provides an update on overall progress against delivery of my Police and Crime Plan strategic priorities. My Plan was informed by a broad range of information that is reflected in five key priority areas:

- Domestic Abuse
- Modern Slavery
- Sexual Offences
- Serious and Organised Crime
- Delivering Safer Neighbourhoods

While I give equal weight to all five strategic priorities, the overarching theme of **'reducing the criminal exploitation of vulnerable people'** was introduced last year and is particularly highlighted throughout this report.

This year I was delighted to appoint Carl Foulkes as the new Chief Constable of North Wales Police. Carl brings a wealth of experience to the role which he has already made his own. His drive, passion and determination to make North Wales the safest place in the UK is one I fully endorse and look forward to continuing to work closely with Carl and his team to deliver an outstanding police service for our communities.

When writing this report and reflecting on the twelve month period covered, I realise just how much has been achieved in that time and what an exceptionally busy and demanding time it has been for PCC's and policing in the UK.

Our exit from the European Union and its impact is still to be resolved at the time of writing. Brexit risks putting the UK and North Wales in jeopardy. Our co-operation with the rest of Europe is used to help North Wales Police guard against terrorism, serious organised crime including modern slavery and human and drugs trafficking.

A hard Brexit will mean starting from scratch, negotiating individually with each country and using instruments that we currently use for countries outside the EU and that will mean extradition will be slower and more difficult, and criminals will evade justice and will find it easier to operate in the UK. As Police and Crime Commissioner I believe it is my duty to speak out against anything that threatens the security and safety of our communities and I will continue to do so.



The financial climate continues to be extremely challenging of course, although at the time of writing I am cautiously optimistic that the tide is turning and the Government recognise that the financial cuts to policing for over a decade have gone too far and too deep.

With the support of the Police and Crime Panel, in 2019/20 we were able to put some investment back into the workforce with an increase of 30 police officers and 6 staff. Whilst welcome news, I will continue to push for further investment and reverse the cuts imposed over the last decade.

Whilst it has been a very successful year for North Wales Police, there are of course challenges and areas that require improvement, as highlighted by HMICFRS and detailed within this report. However, through my scrutiny of the Force I am satisfied that arrangements are in place to improve in those areas. I would also like to thank the Police and Crime Panel for their continued contribution in the policing governance of North Wales. Openness, transparency and accountability are very important to me. I was delighted that CoPaC once again recognised that commitment and awarded my office with their Transparency Award for 2018, for the 3rd year in a row which is a tremendous achievement which I am very proud of. It is my intention to continue to sustain this high level of accountability and this report reflects that commitment.

The forthcoming year (2019/20) will be my final year during this term of office before the PCC elections in May 2020. My achievements to date are set out in this report, but this is in no small part due to the outstanding support from all officers, staff and volunteers of North Wales Police and the small team working within my office.

Arfon Jones

## Working in effective partnership

Many of the challenges I face as PCC are ones that the police cannot tackle in isolation and require innovative and effective partnership working to truly make a difference.

I have a **small team of dedicated staff** that work alongside me and the Force to ensure that the Police and Crime Plan is delivered and that all my statutory duties are met. The team consists of two statutory officers, namely the Chief Executive Officer and Chief Finance Officer, and support staff specialising in research, policy, governance, finance, commissioning and communication. Many duties that are carried out are not routinely reported on, for example responding to HMIC reports, Freedom of Information Requests, arranging police appeal tribunals, facilitating conferences, recruiting and maintaining an Audit Committee as well as recruiting Independent Assessors and Custody Visitors. Full details of the staffing structure can be found on my website.

Domestic Violence and Sexual Abuse remain key priorities within my Plan. The work of the Independent Sexual Violence Advisors and Independent Domestic Violence Advisors remain key to ensuring the victims of these abhorrent crimes receive the support they deserve throughout the criminal justice system. That service, and our approach to tackling Domestic Violence and Sexual Abuse more widely, is managed through the **Violence Against Women, Domestic Abuse and Sexual Violence Strategic Board** which is chaired by my Chief Executive. In addition to the funding I make available for these vital services, funding is also received from Welsh Government. In order to ensure the grant was not spent on commissioning costs and was spent on the front line where needed most, I continue to be the accountable body for the grant and its expenditure.

During 2018/19 the Adverse Childhood Experiences Project Board has carried out exceptional work of which I am very proud. In November 2017, the Home Office awarded £6.87 million to the four Police Forces and Police and Crime Commissioners, Public Health Wales, Barnardo's and Criminal Justice partners for the collaborative Wales National Adverse Childhood Experiences (ACE) Approach to Policing initiative. A proportion of this awarded funding resulted in the development of a North Wales Early Action Together Programme team (EATP) which is funded until March 2020 to deliver on the transformational change initiative.



The North Wales Early Action Together Programme (EATP) has aimed to transform the way in which vulnerability is policed. Using a public health approach, the Programme is working with a number of third and public sector agencies to give police and partners a better understanding of the generational cycle of crime and address the lack of early intervention when Adverse Childhood Experiences (ACEs) and trauma are present, moving towards a system wide, preventative approach to crime.

To date the EATP has been an excellent example of partnership working and has ensured that programme objectives have been jointly owned and shared. The programme has not just concentrated on Policing but on how the Police work with partners to ensure improved responses for vulnerable people and to prevent vulnerability escalating. I have been delighted by the outcomes delivered to date. Looking ahead to 2019/20, the final year of funding for the programme, the focus must be on the sustainability of this work. I know the Chief Constable and I are of the same view and this will become embedded practice within North Wales Police. I would encourage our Local Authority partners and others to do the same.

The **Police and Crime Panel** continue to scrutinise and challenge as required to ensure that I carry out my role effectively. The feedback I receive from the Panel is taken into account and helps me make key decisions with regard to strategies, policing priorities and the budget. I look forward to a continued constructive relationship with the Panel.

The **Joint Audit Committee** is a committee made up of five independent members whose purpose is to play a key role in the oversight of the governance of my office and North Wales Police. By considering reports from the **Internal Auditors, Wales Audit Office** and others, they are able provide independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual

governance processes. Scrutiny by the **Joint Audit Committee** can help us to drive and identify further improvements. A new Committee was appointed in April 2018 and I thank them for their outstanding work and contribution during their first year.

The **Professional Standards Scrutiny Board (PSSB)** monitors and scrutinise the manner in which complaints and misconduct allegations are dealt with by North Wales Police in order that I can be satisfied that the arrangements and processes in place are appropriate and effective. The **PSSB** is chaired by my Deputy, Ann Griffith with professional advice provided by my Chief Executive, the Deputy Chief Constable and the Head of the Professional Standards Department. During 2018/19 my Chief Executive and the Deputy Chief Constable have jointly Chaired an internal project Board to prepare for the full enactment of The Policing and Crime Act 2017, now due in February 2020. This will make dramatic changes to the current performance, complaints and misconduct processes and the **PSSB** will continue to work closely with the Force to scrutinise and support the implementation of the changes. On a regular basis staff from my office continue to dip sample complaint files that relate to the use of force and other matters to ensure there is no bias in the decision making process and the investigations are proportionate and fair.

I have a statutory duty to ensure that the policing area provides an efficient and effective criminal justice system. One of my key mechanisms to achieve this is to Chair the **North Wales Criminal Justice Board (NWCJB)**. Membership of the board includes the Chief Constable, Crown Prosecution Service, Her Majesty's Court & Tribunal Service, National Probation Service, Wales Community Rehabilitation Company, Her Majesty's Prison Service and Youth Offending Teams. During 2018/19 I gave written and oral evidence to the Thomas Commission which was established to review the justice system and policing in Wales. I, and indeed the other Commissioners in Wales are keen to see more responsibilities devolved to Wales so that greater progress can be made.

I am represented on the **Multi-Agency Scrutiny Panel for Out of Court Disposals**. The purpose of the panel is to independently assess, scrutinise and quality control the use of out of court disposals by North Wales Police. The panel can make recommendations, feedback on individual cases to officers, communicate findings, promote best practice and identify potential policy development or training needs for consideration by the Force or other agency involved. This scrutiny is carried out with colleagues from other agencies in the criminal justice family, which includes North Wales Police, the Crown Prosecution Service, the Magistrates Court, the Victim Help Centre and Youth Offending Teams.

I am a member of the **Association of Police and Crime Commissioners (APCC)**. The **APCC** is a national body which helps PCCs make the most of their ability to influence at a national level and deliver on their statutory duties and policing priorities. By sharing best practice and identifying opportunities to work together, of paying for services jointly, the **APCC** helps PCCs be more efficient and effective. I sit on the Board of the **APCC** and I am also the Deputy Lead for the Alcohol and Substance Misuse Portfolio.

**Your Community, Your Choice** is a project managed by **PACT (Police and Community Trust)**, North Wales that grants money to community groups and organisations that has been seized from offenders. Money recovered through the Proceeds of Crime Act and my Commissioners Fund supports community projects in North Wales. A total of 19 community groups were successful last year with grant applications totalling £61,901.00 that helped to provide services such as Wrexham One Love Homeless Choir, West End Children's Activity Hub in Bangor, Cobra Life in Connah's Quay; Llanddona Community Hall in Ynys Môn; Colwyn Bay Sea Squad, Rhyl Youth Boxing Club, as well as two major on-going projects that address the county lines issue.

I have a dedicated team of **Independent Custody Visitors** who help me scrutinise the work of North Wales Police's custody provision and custody suites. They carry out regular visits and ensure that the welfare of detainees is promoted. Independent Custody Visitors made 133 unannounced visits to custody last year. During the reporting period a total of 10,907 detainees were held in Custody in North Wales and 633 held during the visits.

Of the 633 detainees that were held in custody during the visiting times 344 were available to be seen and 296 consented to a visit (86%). The high number of detainees agreeing to a visit from the custody visitors proves the effectiveness of the Scheme and I thank them all for their continued efforts.

As a result of an alliance between North Wales Police and Cheshire Constabulary's Dog Units, we joined Cheshire's already successful **dog welfare visiting scheme**. During the reporting period a total of 18 visits were completed throughout Cheshire and North Wales (comprising of training days and visits to the kennels), with 59 dogs observed. A total of 104 dogs were observed and checked by the volunteers. In addition to kennels and training facilities, the police dog vehicles were checked and reported to be in good condition. As a result of these visits additional shading sails were purchased for the dogs during hot weather and improvement to the drainage at the kennels.



## Making a difference

I am extremely proud of the work and achievements of my Office, North Wales Police and our partners during 2018/19. I have listed below examples of just a few achievements with the overall aim of making North Wales the safest place in the UK.

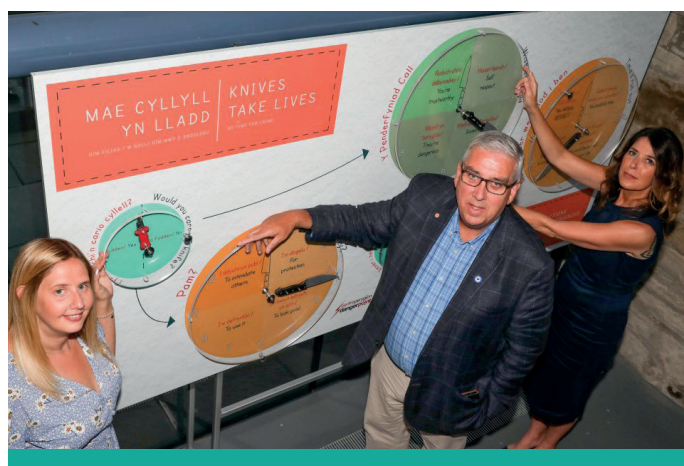
### April 2018

- I met with Welsh Government officials and Nazir Afzal, the Welsh Government's Regional VAWDASV Advisor, to discuss how we can move perpetrator interventions forward in North Wales via our VAWDASV Board.
- My lead officer for Domestic Abuse attended The Suzy Lamplugh Trust's Conference "Reporting Stalking: Best Practice in Stalking Cases" in London. As a result work started to establish how many people have been arrested and subsequently charged with stalking offences in North Wales; what specific support is available for victims of stalking in North Wales; are Police Information Notices issued in North Wales in stalking cases; how NWP officers and control room staff are trained to recognise a course of conduct as stalking; and once stalking is identified.
- Received presentations from Durham Constabulary on their Checkpoint Programme and Avon and Somerset Constabulary on the Bristol Education Programme. These meetings led to the eventual establishment of Checkpoint Cymru.



### May 2018

- Operation Lenten, an investigation into child sexual exploitation and modern slavery offences led to the recording of hundreds of crimes, including modern slavery offences. Vulnerable young victims were identified and were supported by the Victim Help Centre.
- During a visit to Danger Point I was made aware of the dangers that the social media app Musical.ly poses to children. As a result I urged parents to increase the safety and privacy settings on their children's mobiles and apps. I also warned parents and guardians about the locations settings on the Snapchat App.



- North Wales Police continues to prioritise offering a genuine language choice to all who come into contact with them. In May 2018, they hosted a conference celebrating the Welsh language in the workplace. During this conference, North Wales Police and I launched our new Joint Welsh Language Strategy. The conference was attended by the Welsh Language Commissioner Meri Huws.





## June 2018

- The first phase of Operation Zeus, a large investigation into the criminal activities of persons supplying controlled drugs across the North West Wales concluded with a large number of defendants having entered guilty pleas.
- Op Lamberts also concluded with 3 individuals convicted and sentenced to over 10 years imprisonment for conspiracy to supply class A drugs.
- North Wales Police welcomed approximately 100,000 visitors to Llandudno for the National Armed Forces Day. A wide range of activities including a ceremonial parade along the seafront, that involved serving personnel, veterans, cadets and marching bands. There were demonstrations, air shows, and military vehicles on display. This was a complex operation that was hailed a huge success, and one of the largest policing operations that North Wales Police has ever undertaken. North Wales Police portrayed themselves in a very positive and professional light.



## August 2018

- I held a North Wales Diversion Programme workshop at the OpTIC in St Asaph for third sector and public services who are involved with low level offenders. The workshop was a great success with over 40 people attending and providing their inputs on what they feel would work best in North Wales.
- The Op Teal trial came to a successful conclusion with a two guilty verdicts for murder. This murder was in relation to a drug dispute involving Merseyside County Lines gangs operating in the Deeside area. The two men were sentenced to a total of 53 years.
- The recruitment process for a new Chief Constable took place. The recruitment process was a tremendous success and received glowing praise from the independent member appointed to oversee the process. The recruitment process we used has been adopted as best practice by other OPCC's since.



## July 2018

- I received a number of reports regarding Women in the Criminal Justice System and more specifically female imprisonment. As a result of these findings, as Chair of the North Wales Criminal Justice Board, I convened a Reducing Women's Imprisonment Task and Finish Group to drive forward a number of recommendations.
- I launched an appeal to find police dog welfare visitors to check on the working animals in North Wales and Cheshire. The visitors will ensure that the kennels are in good condition, that police vehicles are kept clean with adequate water for the dogs and that all handlers are adept in handling the dogs and vehicles.

## September 2018

- My Children and Young People Strategy was agreed with the Chief Constable with an action plan to be developed to deliver the strategy.
- As part of North Wales Police's commitment to becoming a dementia friendly organisation, the Herbert Protocol was launched in September 2018 by North Wales Police and the North Wales Safeguarding Board. The Herbert Protocol is designed to assist in locating individuals safe and well should they go missing, and provide reassurance to family and friends that the police have all the information they need to help locate the individual. The Herbert Protocol is a national initiative adopted by North Wales Police, as well as many other police forces around the UK.

## October 2018

- Hate Crime Awareness Week was held from 13th to 20th October. I funded local community projects and initiatives that raise awareness of hate crime. I distributed £5,000 of project funding which was provided by Welsh Government. In addition I contributed a further £3,362 of my own budget to fund events and activities. In total I received 18 applications totalling £16,528.71. Funding was agreed for 12 projects.
- I sponsored, attended and gave a speech at BAWSO's anti-slavery conference in Wrexham. This event was extremely well attended by partners and really underlined a key issue which is currently facing all partners working in this area, namely the lack of support for victims outside of the NRM 45 day period. This issue needs to be tackled nationally. I responded to a Home Affairs Select Committee on this point and urged the government to extend the period for the National Referral Mechanism (NRM). Furthermore, I continue to encourage the third sector providers to aim their services towards those people who remain vulnerable but for whatever reason do not qualify under the NRM.

## November 2018

- Chief Constable Carl Foulkes began in his new role as Chief Constable of North Wales Police. Chief Constable Foulkes immediately set out his vision of North Wales becoming the safest place in the UK, a vision which I fully endorse.
- I launched a new campaign to reduce the soaring demand on the police control room in North Wales which takes over 1100 calls a day. Only 150 of those calls are reporting crimes, in the campaign I asked the public to help take the pressure off the control room and think before dialling 999. It is so important that people ring the correct number to ensure that demand is met where it is most needed.



## December 2018

- My response to the UK Government's Serious Violence Strategy, was published by the Home Affairs Select Committee. One of the main aims of the Serious Violence Strategy is to prevent those likely or entering into organised crime by providing them with an alternative to crime. The development of the Checkpoint Cymru diversion programme will identify vulnerabilities and address the underlying causes of offending behaviour.
- Following a number of complaints by the public regarding the 101 system I asked my staff to carry out a dip sample of non-emergency calls on a quarterly basis. This dip sample will allow me to assess the level of service afforded to members of the public.



## January 2019

- A County Lines Needs Assessment was commissioned by the North Wales Safer Communities Board as a result of the Home Office Locality Reviews. The agreed Terms of Reference were delivered in January 2019 and a draft report was produced in April 2019. The Needs Assessment resulted in a multi-agency holistic assessment of the threat posed by County Lines and now informs recommendations. This was an outstanding piece of work and the first of its kind in Wales.
- I carried out a survey with our communities to ensure that they still agreed with the policing priorities in North Wales and how much people would be prepared to pay for the policing service. The survey concluded support for the priorities and found that 51% of the 1,877 council tax payers who took part were in favour of an increase of 37p or more - with a third of them supporting a much higher increase of 50p and above a week.



## February 2019

- The Chief Constable and I launched our new Joint Strategic Equality Plan. In accordance with requirements under the Equality Act 2010, we consulted with stakeholders, partners and staff to establish the new priorities for 2019-2023. As always some of our priorities continue from our previous plan such as tackling hate crime and ensuring effective and fair use of powers. However, we now also see an increase in activity to ensure appropriate workforce representation across Welsh language, gender, race and other protected characteristics.
- The Early Intervention Youth Fund was launched and aims to tackle serious violence affecting young people in Wales. A collaborative bid by the four PCC's in Wales was successful and secured £1.7m funding. The work delivered through this project is overseen by the Wales Serious Violence Multi Agency Group and managed regionally by the four Serious Violence Prevention Co-ordinators based within each Welsh police force.



## March 2019

- A perpetrator intervention package for Domestic Abuse offenders was developed. ADAPT (Agencies Domestic Abuse Perpetrator Tasking) is based on the MATAAC (Multi Agency Tasking and Co-ordination) process in Northumbria. This process enables focus on those serial domestic abuse perpetrators who are assessed as more likely than not to continue to commit domestic abuse offences without intervention. The results of the pilot will be reported in the 2019/20 annual report.
- I was delighted that my office received the Transparency Quality Mark by CoPaCC for the third year running. The award is given for making information easily available to the public. I believe passionately in the importance of being totally open about what my office and I do, so gaining this quality mark for the third year running means a great deal to me.



# Delivering the role of the Police and Crime Commissioner

My core responsibilities as Police and Crime Commissioner are to:

1. **Secure the maintenance of an efficient and effective police force for North Wales**
2. **Hold the Chief Constable to account for the exercise of his functions**
3. **Bring together community safety and criminal justice partners**
4. **Co-operate with the other police and crime commissioners and to formulate and implement strategies across police force areas**

## Efficient and effective police force

Since I became Police and Crime Commissioner for North Wales in 2016, I have endeavoured to secure an efficient and effective police force through the strategy laid down in the Police and Crime Plan 2017 – 2021 and, in particular, through its five police and crime strategic priorities:

- Domestic Abuse
- Modern Slavery
- Organised Crime
- Sexual abuse (including child sexual exploitation)
- Delivering Safer Neighbourhoods

Although an assessment of whether I have fulfilled this function can only be accurately made at the end of my term, the effectiveness and efficiency of the Force is inspected annually by HMICFRS in the PEEL assessment.

The Mental Health Picking up the Pieces inspection took place during this period. I was especially pleased with the findings of this report as it identified the current unnecessary demand placed on forces due to the failure of other services. I continue to receive updates on the demand placed on the force at the Strategic Executive Board.



My office and NWP are working closely with other organisations to try to improve their joint understanding of mental health. These collaborations are working both at a strategic level to influence the direction of services and at a more tactical level to solve specific problems. In collaboration with BCUHB, Mental health Triage workers have been recruited and will be working directly from the Force Control Room, this will improve access to timely information and advice.

Also during this period Crimes Against Older People were also subject of a HMICFRS inspection. North Wales Police were inspected in November 2018 and February 2019. North Wales Police was one of six forces who were inspected to form the findings of this thematic inspection. The Crime Allocation Triage used by the Force was identified as a best practice process as it provides an indicative score to enable good decisions to be made about which officers are best placed to investigate crimes. It was recognised that whilst still relatively new, the system has the potential to improve crime investigation and has attracted review from numerous other constabularies in the UK.

The first Force Management Statement was released in May 2018 which provided an overview of future and current demands. In the initial consultation phase Force Management Statements were designed to reduce the burden of inspections on forces. Unfortunately the introduction of the Force Management Statements has not reduced the level of work expected from the Force and has in fact increased this demand. I expressed my concern around this additional demand as part of my consultation response to HMICFRS in December 2018 and will continue to raise these concerns.

## Holding the Chief Constable to account

The principal method by which I hold the Chief Constable to account continues to be through the Strategic Executive Board which I Chair and of which the Chief Constable and his senior officers are members.

This Board meets regularly and I receive reports on several aspects of the Chief Constable's functions including crime statistics for the period immediately preceding the meeting, the monthly performance summary (containing local performance information), finance reports, results of surveys of officers and staff, and public satisfaction. I have also asked for regular updates on the Use of Force, Care not Custody, Human Resources and sustainable development to be considered at this Board.

Further scrutiny of the Force is made at my Professional Standards Scrutiny Board, Multi-Agency Scrutiny Panel, Joint Governance Board, Independent Custody Visitors Panel and various dip sampling exercises. I have provided more information on my scrutiny role and the support I have in place on my website.

There are many discussions, visits and challenges that take place every day to ensure that the Force and other partners are focussed on the key policing objectives identified in the Police and Crime Plan.



## Bringing together community safety and criminal justice partners

It is clear to me that in order to deliver the strategic priorities set out in my Plan, the support of our partners is imperative – the police cannot deal with these matters in isolation.

My office and I are a member of the following regional and All Wales committees and boards:-

- All Wales Criminal Justice Board
- North Wales Local Criminal Justice Board
- All Wales Women in Justice Board
- North Wales Safer Communities Board
- Area Planning Board
- Regional Leadership Board
- Modern Slavery Regional Partnership Group
- Violence Against Women and Girls Domestic Abuse & Sexual Violence (VAWDASV) Regional Board
- Early Action Together (Adverse Childhood Experiences) National Board
- All Wales Policing Group
- North West Joint Oversight Committee

It is through these forums that I can see the objective of effective partnerships being delivered and identify opportunities where we can improve how we work together, share relevant information and improve the effectiveness and efficiency of the services we provide to the public.

During this period I launched a new scheme, the Early Intervention Fund which is specifically aimed at supporting early intervention projects within the region. Recognising that the Police have a crucial role in the delivery of early intervention locally and are uniquely placed to identify children, families or individuals who need support. Early intervention represents an intelligent approach to spending. It requires small investments to deal with root causes, rather than the much greater costs of dealing with the after effects. It allows us to act in a less intrusive, more cost effective way – through a parenting programme, for example costs relating to domestic abuse, substance misuse, children becoming looked after, children missing school and crime and anti-social behaviour were amongst the most significant costs. The Early Intervention Fund has also added value to the Adverse Childhood Experience agenda. I have made £100,000 available each year for the next 3 years to fund a number of projects with the main focus being on early intervention in the communities of North Wales. The funding allocated in 2018/19 can be found in the Commissioning section of this report.

## Co-operate with the other Police and Crime Commissioners

Co-operating with the other Police and Crime Commissioners to formulate and implement strategies across police force areas is an important function and contributes towards delivering the Strategic Policing Requirement. I have endeavoured to fulfil this function by regular meetings with my fellow Commissioners and their Chief Constables to discuss common interests and cross border matters in particular.

I meet regularly with the Police and Crime Commissioners of the North West of England. The collaboration work between North Wales Police and the North West is of particular importance to the policing of North Wales as the geographical proximity means that we have shared priorities for tackling serious and organised crime, as well as providing operational cooperation.

I continue to be impressed by the results delivered by the North West Regional Organised Crime Unit (Titan). It is an outstanding example of collaborative working delivering tangible outcomes that keeps the communities of North Wales safe.

In Wales, the successful collaboration led by Police and Crime Commissioners, the Early Action Together programme established to tackle Adverse Childhood Experiences, has delivered excellent results and a trauma informed workforce across North Wales. PCC's also successfully collaborated during this period and secured a further £1.7m from the Early Youth Intervention Fund.

A campaign over the Christmas period of 2018, between the four Welsh forces was led by North Wales Police in order to target drink and drug drivers. Over 500 arrests were carried out in the period from 1st December 2018 to the 1st January 2019.

All forces in England and Wales continue to collaborate on the delivery of the National Police Air Service, National Crime Intelligence Service, National Wildlife Crime Unit, National Police Freedom of Information and Data Protection Unit and National Ballistics Intelligence Service.



I am a member of the **Association of Police and Crime Commissioners (APCC)**. The APCC is a national body which helps PCCs make the most of their ability to influence at a national level and deliver on their statutory duties and policing priorities. By sharing best practice and identifying opportunities to work together, of paying for services jointly, the APCC helps PCCs be more efficient and effective. I sit on the Board of the APCC and I am also the Deputy Lead for the Alcohol and Substance Misuse Portfolio.



## A year of engagement

I represent all of our communities across North Wales in ensuring their policing service is as efficient and effective as it can be. I therefore place great importance on getting out of the office and meeting the public at every opportunity. I therefore provide here only a snapshot of some of the events I have hosted or attended during 2018/19.

### Anglesey

- Visit to Holyhead Port along with the Assistant Chief Constable
- The Anglesey Agricultural Show
- Visit to Social Navigation project in Anglesey

### Gwynedd

- Nefyn Agricultural Show
- Police and Crime Commissioner's Charity Event at Bangor Cathedral
- Meirionnydd Agricultural Show
- Visit to Bangor's Homeless Centre
- Justice in a Day event with PACT
- High Sheriff of Gwynedd Crime beat and Community Service Awards

### Conwy

- Seminar Iaith Gymraeg. A conference to highlight achievements in recent years by promoting bilingualism in the organisation and developing and supporting the use of Welsh at work.
- Visit to Llandudno Junction Mosque.
- Breakfast event with North Wales Business Club
- Herbert Protocol Launch event. If a relative or carer for an individual who is living with dementia is concerned that the person may go missing, they can download, fill in and retain a copy of the Herbert Protocol form.

### Denbighshire

- Crime Stoppers launch event to target county lines Activity in North Wales
- Visit to Denbigh in Bloom - Your Community Your Choice
- Guest Speaker at the Cymorth Cymru County Lines conference in Rhyl

### Flintshire

- North & Mid Wales Association of Town Councils quarterly meeting
- White Ribbon Event
- Rainbow Biz Event Celebrating Volunteers

### Wrexham

- Guest Speaker at the Bawso Modern Day Slavery and Human Trafficking Conference
- Bellvue Hate Crime Football Tournament at Ysgol Clywedog
- High Sheriff of Clwyd Crime beat and Community Service Awards

#### Agricultural and National Shows

The summer months give me a chance to get out and speak to my local community at the agricultural and national shows. They provide a great opportunity to hear about local issues, the public's concerns and simply getting to know people across North Wales.

#### Third Sector

It is extremely important to me to visit third sector agencies to see their excellent contribution to our community. They provide a wide range of services to all members of our society and are a key part in partnership working.

#### Community Groups

In addition to third sector agencies my Deputy and I have had the privilege in attending a number of community groups from Anglesey to Wrexham. I feel it is essential to show my support to those groups that contribute in some way to all ages in our society.

# Police and Crime Plan Strategic Priorities - 2018/19 Progress Report:

As Police and Crime Commissioner, I am responsible for the strategic direction of policing in North Wales. That strategic direction is set out in my Police and Crime Plan. The Chief Constable is responsible for all operational matters and the delivery of my Plan.

My police and crime objectives have been developed in response to the areas of greatest threat, risk and harm facing the communities of North Wales. They have also been informed by an extensive consultation process. I have identified five priority areas for North Wales Police.

- **Domestic Abuse**
- **Sexual Abuse** (including child sexual exploitation)
- **Modern Slavery**
- **Organised Crime**
- **Delivering Safer Neighbourhoods**

In addition, in 2018/19 I introduced an overarching aim of **'reducing the criminal exploitation of vulnerable people'**. The Chief Constable's Delivery Plan sets out the specific actions North Wales Police will take in delivering these priorities. Of note is the importance of partnership working in tackling them. All priority areas present issues beyond policing and an effective response can only be delivered through effective partnership working.

## Domestic Abuse

In 2018/19 it was established that North Wales Police is an outlier nationally where the use of Domestic Violence Protection Notices and Domestic Violence Protection Orders (DVPNs and DVPOs) is concerned. My office undertook a piece of work in order to better understand the impact of DVPOs as this appeared to be where North Wales Police is doing something different to other forces, in fact the Force appeared to be ahead of several very large forces in terms of DVPO numbers.

It was established that DVPN usage and application was very strong in North Wales, and as a result in 2018/19 we saw considerable applications made to the courts which were supported by our Criminal Justice Partners. Victim feedback obtained in November 2018 was positive and supported the DVPN approach,

further victim feedback and consultation is ongoing and results are awaited. We were assured that this tactic is a strong mechanism in the overall reduction in repeat offenders for Domestic Abuse.

I anticipated that stalking and harassment was a crime group that would continue to increase due to more malicious communications reporting, and changes in counting rules from April 2018. As a result of this I have closely scrutinised this area of work in order to ensure that stalking and harassment, as well as coercive and controlling behaviour, is dealt with as effectively as possible by the Force.

A representative from my office attended The Suzy Lamplugh Trust's Conference "Reporting Stalking: Best Practice in Stalking Cases" in London and as a result of attendance at this conference work is ongoing to establish how many people have been arrested year to date, and subsequently charged with stalking offences in North Wales; what specific support is available for victims of stalking in North Wales; are Police Information Notices issued in North Wales in stalking cases; how officers and control room staff are trained to recognise a course of conduct as stalking; and once stalking is identified is there a multi-agency response to the victims' needs and the perpetrator's behaviour?

Such scrutiny includes ensuring that appropriate steps are taken to provide officers with up to date training on this area of work. The College of Policing is yet to publish an Authorised Professional Practice on Stalking and Harassment however I assessed that this work was of utmost importance to improve service to victims of these crimes, and I was glad to note that the Force was progressing this work as a priority. Whilst the Force are making very good progress in this area I will continue to scrutinise its performance. It is very pleasing to see that North Wales Police have completed all of the recommendations from the HMICFRS Stalking & Harassment inspection.

During this period considerable work has been undertaken in introducing a Violence Against Women Domestic Abuse and Sexual Violence Performance Framework for the region. This is the first time that the region has had a full strategic picture on the delivery of domestic abuse services.

The North Wales MARAC Review was completed and the recommendations considered. I worked with partners via the North Wales VAWDASV Board to improve MARAC services across the region, to look at

the introduction of a survivors group, more training around coercive and controlling behaviour and more consistent provision of perpetrator intervention programmes, including diversion from custody.

The Domestic Abuse victim satisfaction and confidence survey pilot was completed and a growth bid for additional resources was successful in order to establish an internal team. The team is located within the Victim Help Centre and the results help inform our domestic abuse strategy and enable us to determine what support victims need during the criminal justice process.



## Sexual Abuse (including Child Sexual Exploitation)

Effective and timely information sharing between partner agencies is vitally important in the fight against Child Sexual Exploitation (CSE). As a result of this North Wales Police and its partners agreed a regional Information Sharing Protocol in respect of Child Sexual Exploitation, Missing Children and Trafficked Children.

As part of meeting my scrutiny responsibilities, my office were provided with details of an audit between North Wales Police and a Regional CSE Social Worker of CSE cases. This audit reviewed investigative timelines and any potential blockers being experienced across the North Wales region. The results of the audit were delivered to the CSE Executive Board, of which I am a member, to influence improved working practices across North Wales.

There are obvious links between preventing and tackling CSE and the Adverse Childhood Experiences Agenda which I refer to elsewhere within this report. Adults who were physically or sexually abused as children or brought up in households where there was domestic violence, alcohol or drug abuse are more likely to adopt health-harming and anti-social behaviours in adult life. Results from the first Welsh Adverse Childhood Experience (ACE) study show

that suffering four or more harmful experiences in childhood increases the chances of high-risk drinking in adulthood by four times, being a smoker by six times and being involved in violence by around 14 times. The report shows that providing safe and nurturing environments for every child in Wales is the best way to ensure we raise healthier and happier adults who contribute to their communities and the economy.

A Peer review of the Onyx Team (the CSE Team) was undertaken in November 2018. This was requested to ensure that the team is working effectively and efficiently and to identify areas for improvement and development against best practice nationally.

The Onyx Team and NSPCC continue to work together to identify opportunities to deliver CSE awareness and prevention work to those most at risk. Going forward I hope that the awareness sessions will include work specifically aimed at the LGBT community.

In 2018/19 North Wales Police had the highest percentage of positive outcomes for rape offences out of all of the England and Wales forces. I was assured that this strong performance was as a result of North Wales Police retaining a dedicated rape unit, having a good working relationship with the dedicated unit within CPS, and being proactive by working jointly with partners to deal with national concerns such as the disclosure of unused material in rape investigations.

## Modern Slavery

I have continued my commitment to tackling modern slavery during the reporting period. Greater progress was made during this time to increase and strengthen partnership working in order to tackle modern slavery. Both the Force and my office are key members of the Modern Slavery Regional Partnership Group and have pushed to ensure all local authorities have a single point of contact to update the regional group on matters relating to modern slavery.

During 2018/19 North Wales Police carried out Operation Octopus, a campaign to visit car washes across North Wales to ensure they are operating legally and safely and with regard to the welfare of their staff. Partnership working became the key to these visits with Health and Safety and Trading Standards support from local authorities becoming a real focus. It is often difficult to establish a crime and/or criminal intent with such businesses. However, breaches of trading standards and other regulations imposed by local authorities were far easier to establish. This resulted in some establishments being given notice to cease operating until they became compliant and did help to safeguard and signpost some vulnerable people.



National Crime Agency figures for 2018 indicate that North Wales Police continued to make a significant number of referrals to the National Referral Mechanism comparative to its size and other Forces. Of the 88 referrals made by Welsh Forces in 2018, 22 came from North Wales Police the second highest after Gwent. In addition, all 6 of North Wales' Local Authorities made referrals which reflects increased awareness and improvements in partnership working.

## Organised Crime

There was a significant increase in violent crime in 2018 with the UK Government releasing its Violence Strategy. This strategy recognised that the increase in violent crime was associated with organised crime and the drug market. In my response to this strategy I argued that drug regulation could reduce the impact that organised crime have on our communities and remove the need for individuals to carry weapons for protection.

Although gang crime is mainly situated within cities the wider implications of organised crime via criminal exploitation and county lines has clearly had a significant impact upon the rural communities of North Wales and we are currently one of the main importers of county lines in England and Wales, with offenders primarily from Merseyside. Evidence suggests that continued prohibition increases the level of violence as each prosecuted organised crime group is replaced by a more violent and destructive group.

Whilst I am an advocate of treating drug misuse as a health issue rather than a criminal matter, I am also clear in my support of North Wales Police in targeting those organised crime groups who exploit the most vulnerable members of our society. Some tremendously successful operations took place during this reporting period

In March 2019, North Wales Police worked in collaboration with Merseyside Police to deal with the scourge of County Lines. It was a joint operation to target the suspected illegal supply of Class A drugs in North Wales and Merseyside and the criminal exploitation of young people. The term 'County Lines' is used to describe gangs, groups or drug networks that supply drugs from urban areas into suburban areas across the country (in this case, into the market and coastal towns of North Wales), using dedicated mobile phone lines or 'deal lines'. This collaborative working is part of the embedded practice for North Wales Police in proactively responding to these cross-border offences.

As the below Case Study demonstrates, 2018/19 was a very successful period where a number of high profile operations took place and significant sentences given to OCG's across the region.

A multi million pounds drug operation, which saw class A drugs being brought into North Wales, led to twenty six people being sentenced to a total of 172 years 11months imprisonment.

North Wales Police targeted organised crime groups from Holyhead and Llandudno as part of **Operation Zeus**. The two distinct groups operated separately in different counties but co-operated with each other to ensure that they were each able to supply their respective areas. They sourced their drugs from organised crime groups in Merseyside and Manchester.

During the investigation the police recovered Class A drugs and a large amount of Benzocaine, commonly used to bulk out drugs in order to maximise the profit, indicating the scale of setup. The seizures had an estimated value of £2.7 million.

The Crown Prosecution Service said: "The amount of drugs distributed by the two organised crime groups in North Wales was staggering. The investigation revealed that two entirely separate crime groups came together to form a profitable consortium. In doing so they were able to supply class A drugs along the North Wales corridor across three counties. This was a well-established and sophisticated criminal enterprise.



## Drugs

Class A Drug supply is inextricably linked to organised crime. My views on current drugs policy is well documented. I am an advocate of treating drug misuse as a health issue rather than a criminal matter. I continue to research and raise awareness on the importance of drug reform and the issues associated with the illegal drug market. Over the last twelve months I have taken part in a number of consultations and debates around drug use including health consequences, an independent review on drugs and drugs misuse in prisons.

I expressed my support for regulation and the need to reduce the number of drug related deaths in the UK. Drug regulation would remove the drug markets away from organised criminals and would in turn reduce the exploitation of the vulnerable within our communities. Throughout, my focus is to protect those individuals who are targeted by organised crime due to their vulnerability.

In June 2018 a member of my office attended the "What Next for Drug Policy" debate hosted by Crispin Blunt MP and Jeff Smith MP. The debate demonstrated the growth in support of regulation among parliamentary officials. There were a number of MP's in attendance, it was enlightening to hear the support of the MP's and their understanding of the impact that drugs are having across the United Kingdom.

## Looking to the future – Drug Policy

Over the next twelve months I will continue to research the benefits of drug regulation and ways to reduce drug related deaths. In 2018 drug related deaths in England and Wales increased by 16% with 50% of drug deaths in Wales being caused by opiate overdoses. Naloxone can reverse the respiratory depression from an opioid overdose which in turn prevents opioid overdose deaths.

The Public Health Wales' Take Home Naloxone (THN) report states that there were approximately 25,767 opioid users in Wales in 2017/18 with 4120 new kits issued that year. THN was reportedly used in 533 drug poisoning events during 2017/18. In 87% of cases the THN was administered to a third party rather than to the kit holder, with 62% of all drug poisoning events taking place within a private residence. In North Wales there are seven sites which provide THN and around 384 individuals who are supplied with THN.



West Midlands Police Officers have begun to carry Nasal Naloxone to ensure that they are fully equipped to save lives if an overdose situation arises. In some cases police officers are the first to arrive at an overdose scene and their ability to administer Naloxone prior to arrival of the health services reduces the risk of drug related deaths. Naloxone can reduce demand on officers in the short-term by avoiding the resourcing required to secure a scene of a drug-related death and investigate the circumstances. In addition, once medical services have arrived at the scene officers will no longer be required unless the individual becomes violent. In some cases once Naloxone has been administered it causes drug withdrawal effects leaving some individuals agitated which may require assistance. Naloxone can reduce demand on officers in the long-term as it is proven to increase engagement with treatment when used or available.

Following preliminary discussions I am confident that North Wales Police officers will begin carrying Naloxone with the support of Chief Officers and the Police Federation in order to reduce the number of drug related deaths in North Wales.



## Delivering Safer Neighbourhoods

The visible presence of the police deters crimes which occur in public places, reassures the majority of the public and reinforces its links with the police. However, as I state within my Police and Crime Plan, there are now more crimes committed online than on the streets. Accordingly, our diminishing resources must be focused on the areas of greatest threat, risk and harm.

I am determined that our diminishing resources must focus on the areas of serious criminality and vulnerability, delivering visibility is therefore extremely challenging. We must differentiate between being visible and being accessible.

In order to ensure officers and staff spend as much time as possible out on the streets and not in police stations, during this reporting period new mobile devices were deployed to 600 additional users. These new devices provide users with the ability to be out and about more in the communities they serve rather than being tethered to the station.

In order to meet the Safer Neighbourhoods Force Delivery Plan actions a new meeting was introduced during this period. The purpose of this Group is to work collaboratively Force wide with key stakeholders to improve the understanding and delivery of Neighbourhood Policing in order to improve community safety; reduce crime, disorder and harm; improve public perceptions and build stronger ties within communities.

A key tool in delivering safer neighbourhoods is stop and search. As Police and Crime Commissioner it is my duty to provide the public with additional information around Stop & Search (in particular around the "Know Your Rights" campaign). This information is available on my website.

During this period I met with Chief Constable Andy Cook of Merseyside Police regarding his stance on Stop and Search. Chief Constable Cook- the National Police Chiefs Council's lead on organised crime- made headlines when he argued that a drop in the use of Stop and Search had fuelled an increase in violent crime. The use of stop-and-search has almost halved to 304,000 a year since 2015, but Merseyside bucked the national trend by increasing the use of the tactic in response to a rise in gun and knife attacks in the region.

HMICFRS stated in its Stop and Search report that "the force should improve its process for regularly scrutinising a broad range of stop and search data and information, to gain a better understanding of the relationship between age, gender, ethnicity and



the number of stop and search encounters that resulted in outcomes that were linked to the original reason for search".

North Wales Police responded to this report in the following ways:

1. Increased the detail in its Stop and Search Bi-annual report.
2. Changed the Stop and Search form to allow for the link between original grounds and outcome to be explicit.
3. Refreshed the Stop and Search website page to allow for anonymous public feedback.

I was pleased with the positive response of North Wales Police to the report and the increased use of stop and search. This use is scrutinised frequently through the Strategic Executive Board.

2018 / 19 year was another successful year for the North Wales Police Special Constabulary (SC). The recruiting of Special Constabulary Officers was included for the first time within the Force's overall Work Force Plan. The Force establishment continued to grow despite losing a large number of officers to the paid Constabulary and reached a peak of 205 officers with the average number of officers over the year being 194.

This continued growth is at odds to the national trend which has seen a steady decline in Special Constabulary numbers across much of England and Wales. Between them these officers volunteered over 56,500 hours of time in support of our communities, covering a vast array of duty types. This averaged, over 24 hours per officer per month, considerably above the national expectation of 16 hours per month. This is the Full Time Equivalent of having an additional 32 full time police officers.

A significant amount of this time, almost half, is spent supporting and providing Response Policing within Local Policing Services. However, our specialism has increased as has our ambition that our SC officers become fully integrated into the overall workforce. Our specialisms include, Roads Policing (RPU), Sex and Violent Offenders Units (SAVOU), sexual offences investigation, football spotting and Financial Investigation (FIU).

In a national level survey conducted on behalf of the Home Office we were cited as being the best Special Constabulary in terms of our gender balance and we are especially proud of the fact that our gender balance during the reporting period was very close to a perfect balance of 51% male and 49% female. This reflects our approach to recruiting.

In addition to the Special Constabulary, North Wales Police currently have around 125 police cadets. The Cadets have been involved in a number of events force wide, where they have helped with the policing:

- Remembrance Sunday – assist local SNT in representing North Wales Police at local events.
- National Eisteddfod supporting the event as volunteers.
- Operation Sceptre – A national campaign aimed at reducing knife-related crime, where Cadets have been assisting with proactive deployments.

I wish to place on record my thanks to all volunteers in North Wales Police for their outstanding support in keeping our communities safe.



## Summary of Outcomes

Performance is measured by comparing 2018/19 against the previous year April 2017 to March 2018 (unless stated) in order to identify any areas of concern, which also assists me in carrying out my scrutiny of the Chief Constable and holding him to account in the delivery of my Plan.

### Domestic Abuse – 2018/19 summary of performance

- **Repeat Victims within 12 months** – 2018/19 saw an increase of 7.7%. There were 13.3% more male victims this year to date than last, up from 2410 to 2731.
- **Repeat Offenders within 12 months** – 2018/19 saw a reduction of 30.8%. Repeat offenders remained at a lower average since the end of 17/18. Offenders were predominantly in the 25-34 years age group.
- The **Strategic Risk Score** remained at HIGH during 201/19.
- **Domestic Abuse Victim Confidence and Satisfaction** – Between 28th November and 28th February 2019 135 DA surveys were carried out. Results show satisfaction levels at 89.1% for Contact; 89.3% for Action Taken; 97.8% for Treatment; 69.6% for Follow Up and 85.2% for Whole Experience. There have been no safeguarding issues.
- **Successful Prosecutions** – As at March 2018 81.3% of DA court cases were successful compared to 77.3% the previous year to date.
- **DVPNs** – A 16.6% increase on DA occurrences where at least one DVPN has been issued.
- Evidential footage from **Body Worn Video** was obtained in 10.1% of DA occurrences. This rises to 29.1% where a DVPN has been issued.

During 2018/19 DVPN usage and application was very strong in North Wales, with considerable applications made to the courts which were being supported. Victim feedback obtained in November 2018 was positive and supported the DVPN approach, further victim feedback and consultation is ongoing and results are awaited. This tactic is considered a strong mechanism in the overall reduction in repeat offenders for Domestic Abuse.

Repeat victims reporting continued to increase during this period as expected and is supported with a shift in crime recording identification across the Domestic abuse offence spectrum. This increased work impacted on Domestic Abuse officers, MARAC workloads and workloads on support agencies like

Women's Aid (Wales) and IDVA services. MARAC review across agencies is being commenced with a view to understanding how to more efficiently manage the demand and continue to support High Risk victims.

Work is ongoing to establish a SEEDS (Survivors Empowering and Educating Services) group that will utilise the experience of victims/survivors of DA in improving policy, training and working practices which I will report on in my 2019/20 report

The Force have developed a perpetrator intervention package for Domestic Abuse offenders. This is now subject of a delivery plan and consultation plan with partners across North Wales and identify two pilot areas. Potential title of the package is ADAPT (Agencies Domestic Abuse Perpetrator Tasking). This will focus on those serial domestic abuse perpetrators who are assessed as more likely than not to continue to commit domestic abuse offences.

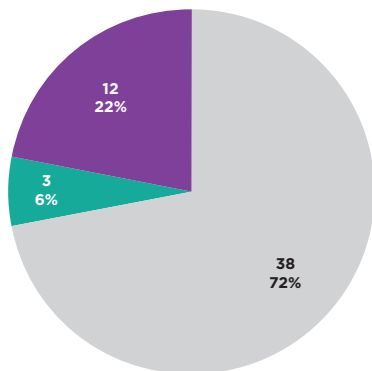




## Modern Slavery – 2018/19 summary of performance

- **Modern Slavery Record Reviews** – Compliance with effective investigation, safeguarding and victim care through the record reviews remained at 100%.
- As at May 2018 the **Strategic Risk Score** remained at HIGH.
- **Victims Safeguarded** During 2018/19 72% of reported offences were in relation to domestic servitude, 6% to facilitate travel and 22% forced labour.

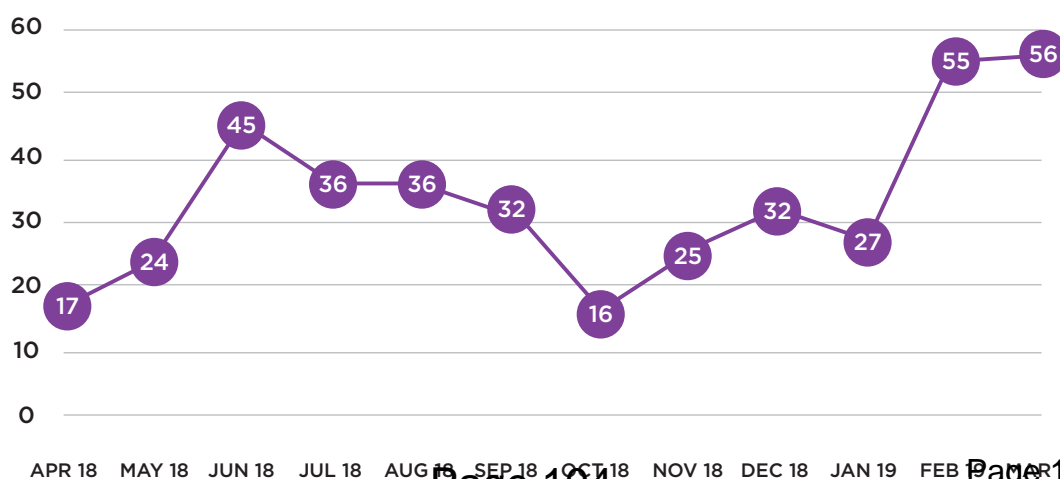
MDS Offences types reported over the 12 months



- As at February 2019, there were 37 **NRM referrals** YTD from 26 occurrences.

- During 2018/19 the Force' Modern Day Slavery (MDS) unit merged with the Onyx Team to create a new Exploitation Team. Partnership working increased during this period with meetings held with regards to County Lines. The MDS Unit rolled out the Unseen App on every work phone.
- Preventative work was progressed with colleagues in Education with a delivery programme agreed for schools in Denbighshire. This includes the provision of a drama production which has been funded by the Safeguarding Board.
- Funding was secured in respect of a Child Criminal Exploitation work shop to be delivered to education leads and care home providers.
- MDS Unit circulated a bulletin force-wide to educate officers with regards to Criminal Exploitation. They also continue to circulate bulletins with regards to other areas of Modern Slavery in order for officers to recognise the signs of Modern Slavery.
- Schools Beat launch of the County Lines training material targeting all schools in North Wales – Head teachers will then deliver in assemblies etc.
- An example of good practice relates to the joint visit of Denbigh Car Wash on 21/3/19 with Denbighshire County Council. The owner was arrested for Human Trafficking offences and a failed Asylum Seeker was taken to the reception centre. Denbighshire County Council Environmental Health used their powers to close the car wash due to dangerous electrical installations.
- With the assistance of Haven of Light / BRC and Salvation Army the Force secured premises in the Denbighshire area for use as a reception centre. This was previously lacking and the facility is excellent.

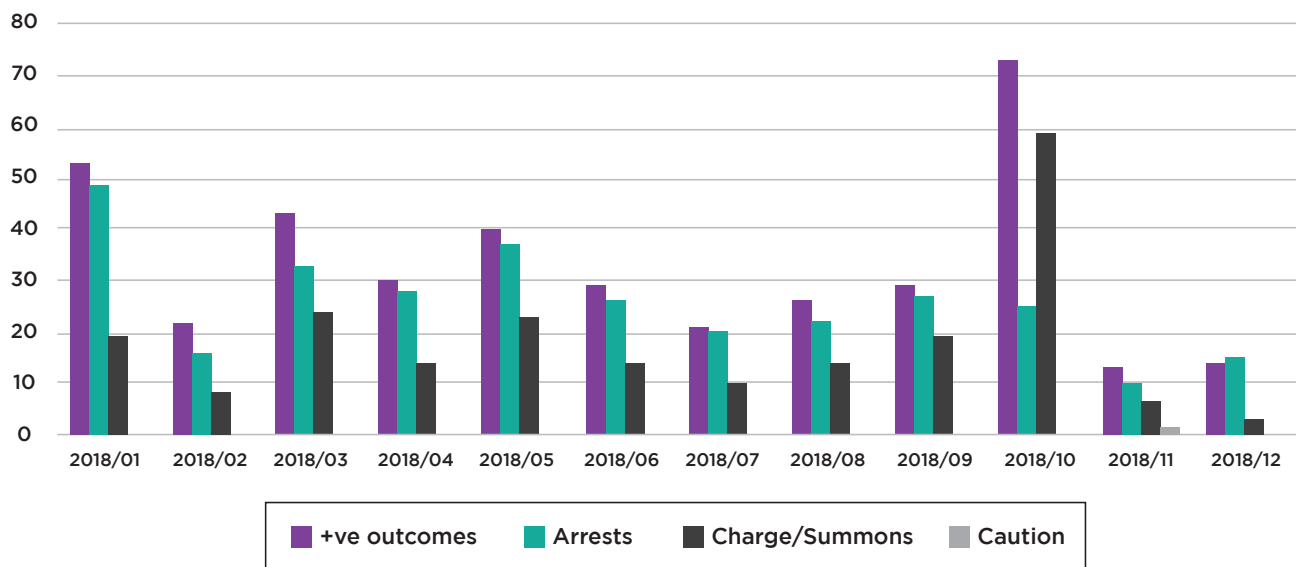
Intelligence submissions over last 12 months



## Serious and Organised Crime – 2018/19 summary of performance

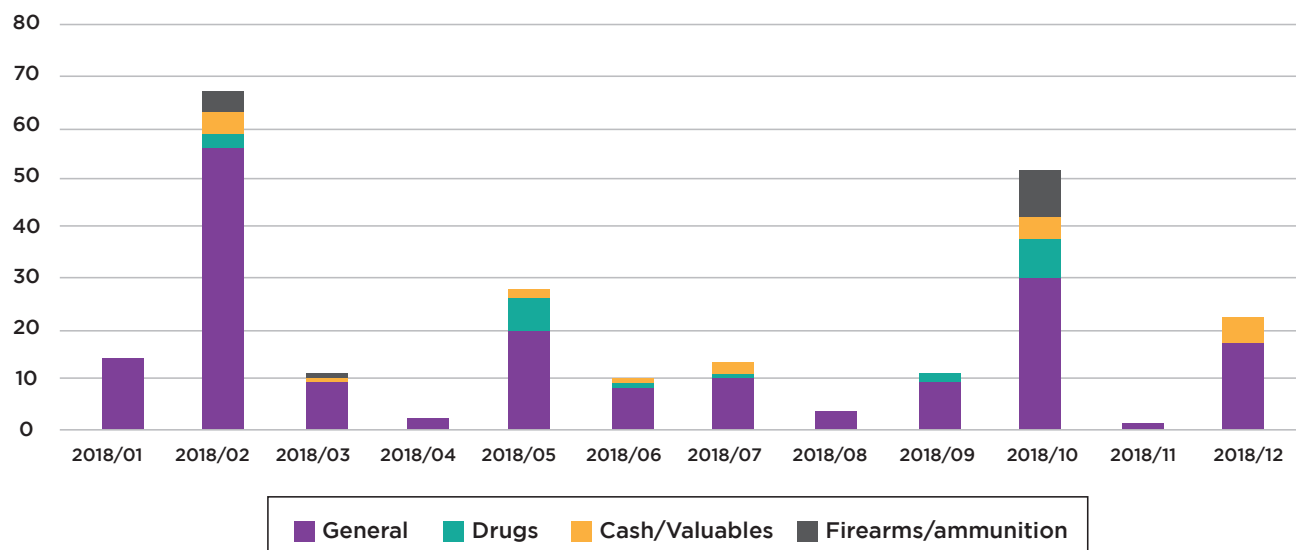
- As at May 2018 the **Strategic Risk Score** for Organised Supply of Class A Drugs remained HIGH and Cyber Dependent Crime remained at MEDIUM.
- OCG Disruptions** - Arrests, Charges and Outcomes 1-8 were stable throughout the year with a dramatic rise in January due to cases brought to court.

### Positive outcomes for individuals linked to OCGs



### Asset Seizures

### Property seized from OCG linked individuals over the last 12 months



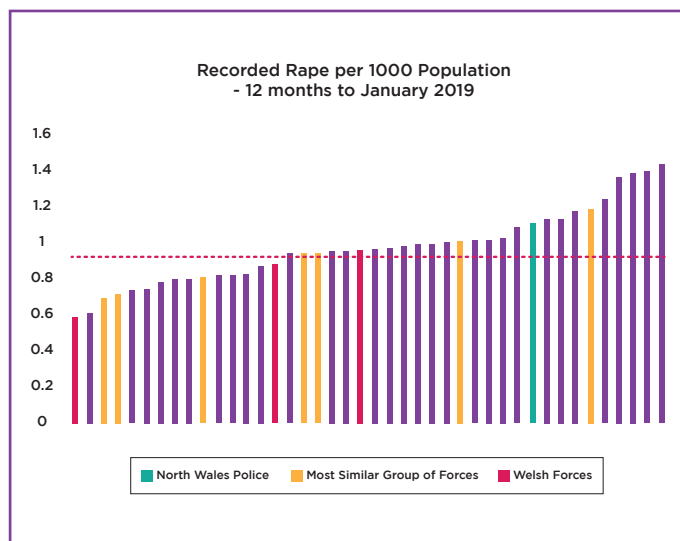
## County Lines Needs Assessment

A "County Lines Needs Assessment" was commissioned by the Safer Communities Board as a result of the Home Office Locality Reviews. The Needs Assessment will result in a multi-agency holistic assessment of the threat posed by County Lines and will inform recommendations. The work has been initiated and SPOCs from identified agencies and organisations have been briefed and tasked. The agreed Terms of Reference and Questionnaire to be completed by the SPOCs was delivered in January 2019 and a draft report produced in April 2019.

## Child Sexual Exploitation - 2018/19 summary of performance

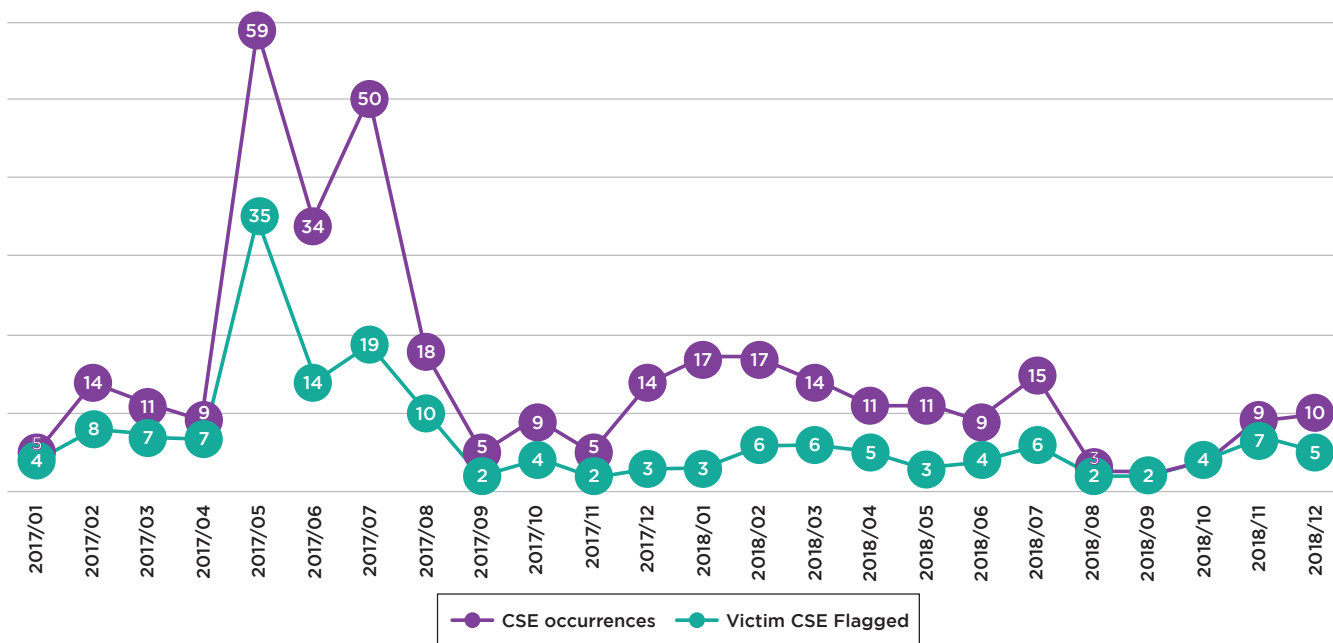
- As at May 2018 the CSE **Strategic Risk Score** for contact offences received a MEDIUM score, as did Indecent Images of Children.

## Rape



The data set for this reporting period (twelve months to January 2019) showed that amongst the forty three police forces, North Wales Police were the 10th highest in relation to reported rape offences.

### Child sexual exploitation occurrences reported



The number of CSE occurrences reduced year on year largely due to the elevated levels seen in the first half of 2017.

This trend has continued since that time and at the time of writing, North Wales has the highest rate of rape per 1000 population in England and Wales. This is of great concern to the Chief Constable and myself and work is underway to understand more about these offences.

During this period North Wales Police continued to attend the six regional CSE Panels. Flintshire and Wrexham have changed the panel to an Operational MET (missing, exploited, trafficked) meeting where strategies for children will take place in one monthly forum. The Onyx team provided awareness sessions to all front line staff to improve the identification of children at risk of exploitation, increase the flow of intelligence and to ensure perpetrator disruption. This work encompassed the wider child exploitation offence which includes county lines and child sexual exploitation. The drive to collaborate with partners to obtain consistent accredited CSE training continues in the form of ACSEP (Advanced CSE Practitioners) training being delivered by PACE (Parents Against Child Exploitation) to staff from North Wales Police, Conwy and Anglesey Local Authority.

The completion of return home interviews continues to be inconsistent across the six Local Authority areas with children in some Local authorities not receiving return home interviews following missing episodes even when they are open to social services. This is a matter I have grown increasingly frustrated by and have raised directly with Welsh Government Ministers and officials.

## Delivering Safer Neighbourhoods – 2018/19 summary of performance

- For **Police Understanding Community Issues**, North Wales remained 7th nationally with 73.4% for the 12 months to September 2018.
- For **Police Responding to Community Issues**, North Wales were 2nd nationally with 64.2% for the 12 months to September 2018.

## Problem Solving Initiatives

North Wales Police set up a problem solving Hub in November 2018, consisting of an Inspector and 2 Crime Prevention Co-ordinators, supported by a network of 54 tactical advisors. During the first months 19 plans were submitted for review and quality assurance. The project is fully engaged with the regional and national programmes, including hosting the regional meeting in January. The Hub is actively sharing best practice with partners and other forces, including Cheshire using the POP form developed by the North Wales Team. A visit has recently taken place between a neighbourhood team in Rhyl and a homeless project in Birmingham.

DCC Debicki began delivering awareness training sessions across the organisation, giving staff the strategic drive and understanding of the reasons for

its importance. The Problem Orientated Policing awards were held in September 2019 and highlighted some outstanding work across the Force area.

# Funding and Finance

## Police Budget

The Police and Crime Commissioner is responsible for setting the budget provided to the Chief Constable for the delivery of policing in North Wales. A net budget of £144.023m was allocated to the Chief Constable for 2018/19. The remaining £2.323m was used for my Commissioner's Fund (which funds initiatives such as community safety, drug intervention and youth justice) and also for the costs of my office.

Whilst central government grants, determined by the Home Office, accounted for 49% of funding, 51% was funded by local taxpayers. The Statements of Accounts are available on my website.

The 2018/19 financial year was challenging, with a further £1.479m cuts delivered. Together with cuts of £2.832m to be delivered in 2019/20, and taking into account inflation and other pressures, in real terms the policing budget in North Wales is currently £33m less than in 2010/11. Despite the more positive outlook since 2015, the position remains challenging, and at the time of writing there is significant uncertainty over funding for 2020/21 and beyond.

## The Office of the Police and Crime Commissioner

The annual budget for 2018/19 was set at £803,192, with the commissioning budget an additional £1,520,306. In addition, the Office administered Victims' Services Grant of £808,731 and is the accountable body for VAWDASV grant of £419,200. The Office is also the accountable body for the Drug Intervention Programme, receiving £478,140 from HM Prison and Probation Service annually towards the cost.

In 2019/20, the annual budget was set at £826,196, with the increase being required for pay increases and to ensure the funding of an annual contribution of £30,000 to PACT. The budget for commissioning is an additional £1,624,126. The Office continues to administer Victims' Services Grant of £804,262, VAWDASV grant of £419,200, and the Drug Intervention Programme.

## Delivery of the Estates Strategy

The Eastern Divisional Headquarters building in Llay was officially opened on Wednesday 1st May 2019. During its construction the project won “Client of the Year” and “Off Site Award” in the Construction Excellence Wales Awards 2018. In June 2019, Galliford Try Building Ltd received a “Highly Commended” in the People Development Category for the work that they undertook during construction, I also recognised their work in my annual awards by awarding them the 2018 Social Value PCC Award. The Eastern Divisional Headquarters also won the Sustainability Award at the National Police Estates Group in October 2019 and in December 2019 the Police and Crime Commissioner will receive the Sustainability Award by the Wrexham Area Civic Society for the remanufactured/refurbished furniture that has been used to furnish Llay has attracted quite a bit of attention from other public sector organisations.

Liz Bryan, Estate Project Manager, provided an insight into the process to a public sector audience at the Cardiff Business School. Merseyside Police are also looking to visit the building with a view to employing the same methodology within their new accommodation. Our ecological consultant, Dr Richard Birch, also wishes to enter the site into two categories for the 2020 Institute of Ecology and Environmental Management.

The town centre police station in Wrexham became fully operational in May 2019 following major alterations to the former Oriel building adjacent the town library. The station is ideally located to maintain a presence in the town centre following the decommissioning of the former DHQ and police station on the Bodhyfryd site which will be sold for redevelopment.

During the preparation of the Estates Strategy a number of buildings were identified as being underutilised and a plan on the future of these buildings will be developed during 2020. I fully support the concept of agile working and recognise we have much to do to bring the estate up to modern standards. I look forward to working with the Chief Constable and his team to deliver this vision.



## The financial outlook

Although there has been somewhat more certainty in recent years, the current political situation means it is difficult to predict the funding situation for 2020/21 and later years.

We have received confirmation that the grant received in 2019/20 to partially offset the additional cost of police pensions will be received again in 2020/21; however, the ongoing position has still not been decided.

I am planning to reduce the PFI reserve as the contract enters the final years, but have no plans to reduce other reserves over the term of the Medium Term Financial Plan.

The Chief Constable has made digital transformation one of his key priorities since being appointed last year. He is absolutely right to do so. The sheer scale of online offending, the complexity of the resulting investigations, demands investment to ensure we have officers and staff equipped to tackle this type of criminality and that the equipment they use is up to the required standard.



## Commissioning of Services

### Early Intervention Fund 2018/19

During this period I launched a new scheme aimed at supporting early intervention projects.

I have made £100,000 available each year for the next 3 years in order to fund a number of projects. The funding allocated in 2018/19 is shown below

RECIPIENT	GRANT
<b>Home - Start</b> ACE Lead Worker	Total Cost of Project - <b>£60,188.00</b> PCC Year 1 - £24,188.50 PCC Year 2 - £24,914.00 PCC Year 3 - £25,661.00
<b>Hafal</b> Young People Mental Health Programme	Total Cost of Project - <b>£227,100.00</b> PCC Year 1 - £30,000.00 PCC Year 2 - £30,000.00 PCC Year 3 - £30,000.00
<b>Grŵp Cynefin</b> Children and Young People Support Worker	Total Cost of Project - <b>£84,168.68</b> PCC Year 1 - £14,907.50 PCC Year 2 - £15,724.94 PCC Year 3 - £16,582.78
<b>North Wales Women's Centre</b> ACE's Intervention Project	Total Cost of Project - <b>£415,946.00</b> PCC Year 1 - £15,900.00 PCC Year 2 - £33,490.00 PCC Year 3 - £33,490.00
<b>TOTAL</b>	PCC Total year 1 - £84,995.50 PCC Total Year 2 - £104,128.94 PCC Total Year 3 - £105,733.78 <b>Total Cost - £294,898.22</b>

## Home Start

This project raises awareness of Adverse Childhood Experience (ACE) as it has been recognised that there is a variety of levels of training and information being delivered by private, statutory and third sector organisations relating to ACE awareness and resilience. The project will invite organisations from across Wrexham and Flintshire to share information and support each other to become more ACE focused to avoid repetition of activity in training/awareness sessions. In addition, the project will create an ACE's Learning Hub which will offer a supportive network of organisations working with children and their families with a distinct focus of connecting and working together to prevent ACE's in children and mitigating the effects of ACE's for their parents.

## Gorwel

A contribution towards a Children and Young people support worker covering Gwynedd and Mon working within the Anglesey Domestic Abuse – One Stop Shop who will be specifically working with young children. The aim of the project is to enhance the current service provision for Children and Young people that are victims of domestic abuse across the county of Anglesey.

## North Wales Women's Centre, DASU & CWLWM

The contribution will support a 'trauma informed' package of intervention programmes to address the consequences of issues such as childhood abuse, domestic violence and physical and sexual assault. As coping mechanisms women may develop substance or alcohol misuse, offending behaviour, self-harm, poor mental health or return to violent partners. The programme aims to address these barriers to recovery providing participants with practical strategies to help them develop their resilience increasing wellbeing and enabling recovery.

## Mon Mind & Hafal

This application combines two complementary projects from the principle local mental health providers, Hafal and Mind. Both projects have the broad aim of reducing the impact of mental health problems for young people in North Wales. Unlike physical health problems, mental health issues tend to develop in adolescence and early adulthood and have long term impacts across the lifespan. This early period of mental health problems provides a window of opportunity for preventative interventions which have the potential to reduce the long term impacts. Generic and statutory mental health services do not

have the capacity to fully exploit the opportunity for strategic and preventative interventions, and often focus on reactive interventions responding to crises. Furthermore, there is a problematic transition at age 18 between mental health services for young people and those for adults, which can result in substantial discontinuity of care at the crucial time when problems are developing.

## Early Youth Intervention Fund

The Early Youth Intervention Fund supported a collaborative bid by the four Police and Crime Commissioners in Wales.

Through the use of key delivery partners and through building on current local interventions, the project enables children and young people to be engaged with and diverted from the risk of exploitation and serious organised crime. The bid also works to reduce identified drivers of serious violence, involvement in drug dealing and county lines issues, and the prevalence of knife carrying and knife crime.

## Crime Stoppers

Provision of a Fearless Youth Worker across each force area to deliver and achieve the vision of educating and empowering young people about crime, offering direct delivery. This approach consists of a mixture of direct delivery and train the trainer sessions, coupled with providing relevant professional resources means that the impact of the service is both sustainable and long lasting.

## St Giles Trust

St Giles Trust is a charity that supports people with complex and challenging levels of need, often in partnership with the criminal justice system. They will recruit, manage and supervise caseworkers who will work alongside local agencies to provide additionality to the local response to gangs, county lines and exploitation of children and young people.

## Street Games

Street Games will build on the work they have carried out under the 'Safer Together Through Sport' programme, by engaging with children and young people in new volunteering opportunities over the course of the funding period. The programme centres on the value of youth volunteering and peer leadership to develop the critical protective factors of resilience, self-efficacy, positive outlook, positive relationships with adults as well as opportunities to become involved in their communities. Young people will be encouraged and supported to volunteer regularly to support the positive impact between volunteer engagement and positive personal and community impact.

## The Crime and Disorder Fund 2018/2019

The funding distribution for the year as shared by organisation is detailed below;

RECIPIENT	GRANT
CAIS	£15,500
Victim Support	£38,376
North Wales Women's Centre	£66,771
Hafan Cymru	£5,563
DASU North Wales Ltd	£6,345.63
Grwp Cynefin	£10,000
Conwy & Denbighshire Youth Offending Team	£43,567
Gwynedd & Anglesey Youth Offending Team	£43,814
Wrexham Youth Offending Team	£42,205
Flintshire Youth Offending Team	£37,864
Drug Intervention Programme	£792,622
Crime stoppers	£15,000
RASASC	£16,000
Families Affected by Parental Imprisonment	£9,500
<b>Total</b>	<b>£1,143,128</b>

## The Victim Services Fund 2018/2019

In addition to the Community Safety Fund, I receive a grant from the Ministry of Justice each year to commission services in support of victims. During 2018/19 I have commissioned the following services;

- **The Victims' Help Centre**
- **Independent Domestic Violence Advisors**
- **Independent Sexual Violence Advisors**

Each of the below services have improved the care and support afforded to victims of crime across North Wales;

RECIPIENT	GRANT
Grwp Cynefin	£41,300
North Wales Women's Centre	£11,900
Hafan Cymru	£36,400
DASU North Wales Ltd	£40,637
Welsh Women's Aid	£74,820
BAWSO	£35,000
Sexual Assault Referral Centre	£120,000
Victim Support	£374,555
Stepping Stones	£17,000
Rape And Sexual Abuse Support Centre	£22,000
Staff Costs	£30,910
<b>Total</b>	<b>£794,522</b>

## Useful acronyms

APCC – Association of Police and Crime Commissioners

BAWSO – Black Association of Women Step Out

BCUHB – Betsi Cadwaladr University Health Board

CoPaCC – Comparing Police and Crime Commissioners

CSE – Child Sexual Exploitation

DASU – Domestic Abuse Support Unit

DVPN – Domestic Violence Protection Notice

DVPO – Domestic Violence Protection Order

HMICFRS – Her Majesty’s Inspector of Constabulary Fire and Rescue Services

IDVA – Independent Domestic Violence Advisor

ISVA – Independent Sexual Violence Advisor

MARAC – Multi Agency Risk Assessment Conference

MDS – Modern Day Slavery

NRM – National Referral Mechanism

OCG – Organised Crime Group

PACT – Police and Community Trust

PEEL – Police Efficiency, Effectiveness and Legitimacy

RASASC – Rape And Sexual Assault Support Centre North Wales

VAWDASV – Violence Against Women, Domestic Abuse and Sexual Violence

# CONTACTS

## Office of the Police and Crime Commissioner

I have a small team of staff who support me to carry out my role as Police and Crime Commissioner for North Wales. If you have any queries or would like to speak to someone about how you can get involved with future consultations or events please contact:

**01492 805486** or contact me by email at **OPCC@northwales.pnn.police.uk**

To keep up to date with my latest work you can:

- visit my website **www.nwpcc.CYMRU**
- follow me on twitter **@NorthWalesPCC**

## North Wales Police

In an emergency the number to dial is 999 and if you have a non-urgent query or information to share with the police please call 101.

Email :- **northwalespolice@nthwales.pnn.police.uk**

Website:- **www.north-wales.police.uk**

Twitter:- **@nwpolice**

## Victims Help Centre

If you have been a victim of crime, Victims Help Centre North Wales can offer you the support and advice you need. The service is free and totally confidential and can be accessed even if you have not reported your experience to the police.

Freephone 24 hour Supportline on **0808 16 89 111** or **0300 30 30 159**

Website - **www.victimhelpcentrenorthwales.org.uk**

## PACT

Police and Community Trust, can help you with an application for funding from the “Your Community, Your Choice” project. Contact on **01745 588516** website **www.pactnorthwales.co.uk**

## AGENDA ITEM 8a

**REPORT TO:** North Wales Police and Crime Panel

**DATE OF MEETING:** 31/01/2020

**LEAD OFFICER:** Richard Jarvis  
Lead Officer & Legal Officer to the Police and Crime Panel

**CONTACT OFFICER:** Dawn Hughes  
Scrutiny & Committee Services Officer

**SUBJECT:** North Wales PCP – Budget Monitoring Report from 1 April 2019 to 30 September 2019

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### **1. SUMMARY AND KEY POINTS**

- 1.1 To provide the North Wales Police and Crime Panel (PCP) with a six monthly budget monitoring report on the expenses of the PCP for the period 01/04/19 – 30/09/19.
- 1.2 In order to allow public scrutiny of PCP spending, a transparency requirement has been attached as a condition of the single grant payment and the PCP must publish as a minimum on their website, details of all their expenditure.
- 1.3 As part of in-year monitoring information requirements for 2019/20, the PCP is now required to report progress against critical success factors (CSFs) in achieving outcomes and targets, and highlight how value for money (e.g. benefits, savings, efficiencies, etc) is being achieved.
- 1.4 The CSFs to be reported on are as follows:
  - The number of public meetings held.
  - Scrutiny documents and publications produced, including the Panel's Annual Report.
  - Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner (PCC) for North Wales.

## **2. RECOMMENDATION(S)**

- 2.1 That the six monthly monitoring report and progress against the critical success factors be noted.
- 2.2. That the PCP acknowledge that Officers monitor and track spend against agreed budgets and to ensure value for money.

## **3. REPORT DETAILS**

- 3.1 The Home Office provides the Host Authority with a grant allocation of £70,975 for the maintenance of a Police and Crime Panel to enable it to carry out the functions and responsibilities, in accordance with the Police Reform and Social Responsibility Act 2011.

- 3.2 The grant is allocated under three headings:

- Administration Costs, which includes Officer re-charge costs, and costs associated with the general management of the PCP, training and registration.
- Member Costs
- Translation Costs

The Authority is free to transfer any underspend in member expenses to pay for additional administration costs as long as the total grant amount is not exceeded.

- 3.3 Claims are submitted to the Home Office on a six monthly basis, which includes actual spend against predicted expenditure. The Host Authority holds the relevant evidence to support the claims.

- 3.4 Appendix 1 provides details of the claim for the period 01/04/19 – 30/09/19.

- 3.5 Progress in respect of the CSFs between 01/04/19 – 30/09/19 is as follows:

- 2 meetings held, with another 2 (possibly 3) meetings due to be held in the next reporting period (01/10/19 – 31/03/20).
- In respect of scrutiny reports, publications and engaging with the public and the PCC:
  - The PCP has produced 3 reports during the reporting period relating to: Member Expenses & Allowances, Annual Review of the Membership, and Summary of Complaints Received.



- In addition, the PCP established 6 Member Champion roles in November 2017, to align with the priorities within the Police and Crime Plan and to oversee the budgetary and precept process. The role of the Member Champion is to liaise with the Chief Executive or Chief Finance Officer of the Office of the Police & Crime Commissioner and not the North Wales Police and to keep the PCP up-to-date with activities within the interest, and generally promote the remit of the PCP.
- The Member Champion role has proved an effective tool in scrutinising and supporting PCC decisions, with Panel Members reporting back verbally at each PCP meeting on the work they have undertaken. The Member Champion can be an advocate of the work undertaken by the PCC, as well as providing assurance to the PCP that progress is being made on the priorities and on matters associated with the budget. It also helps to increase the Panel Members' knowledge base and develops the relationship between the PCP and the PCC.
- Member Champions have also been in a position to identify possible vulnerabilities and have submitted written questions to the PCC on two occasions, both of which have resulted in in-depth comprehensive replies being received from the PCC. Both answers revealed that the Force was aware of the issues and where possible had addressed them. These arrangements seem to be fulfilling the role of scrutiny of the PCC.
- The PCP has also developed a protocol for Questions to the PCC, and accepts questions from members of the public or Panel Members, which can be put to the PCC at its public Police and Crime Panel meetings. Two questions have been put to the PCC during this reporting period.
- Meetings of the PCP are also webcast, which is a useful public engagement tool and a useful way of promoting the work of the PCP and PCC.

3.6 In respect of efficiencies, the PCP has evaluated the need to attend meetings and training events. Where possible, meetings are held via Skype or teleconferences negating the need to travel to Cardiff and also attending training events, which are relevant to Welsh PCPs only.

3.7 Expenditure for the next reporting period 01/10/19 – 31/03/20 is predicted as follows:

- Administration Costs: It is likely that this part of the grant will be fully utilised and hopefully contained within the grant allocation.

- Member Costs: Members will be paid for attendance at the meetings of the PCP- there are currently 2 (possibly 3) scheduled meetings in the next 6 months and attendance at a WLGA networking meeting for PCP Chairs and Vice Chairs in October 2019.
  - Translation Costs: It is likely that this part of the grant will be fully utilised, as all reports and agendas for the PCP are fully translated and a translation service is available at every meeting of the PCP.
- 3.8 All expenses incurred by Panel Members have to be authorised by the Lead Officer to ensure it provides value for money and benefits the PCP as a whole.
- 3.9 Any spend incurred by Support Officers has to be authorised by the Host Authority to ensure value for money.
- 4. OPTIONS**
- 4.1 That the PCP supports the arrangements in place to monitor spend of the grant.
- 4.2 That the PCP suggests alternative arrangements to monitor spend.
- 5. ENGAGEMENT/CONSULTATION**
- 5.1 Consultation is undertaken with Panel Members to evaluate whether attendance at training events/conference is the best use of resources.
- 6. RESOURCE IMPLICATIONS**
- 6.1 The Home Office provides funding of £70,975 to the Host Authority for a Police and Crime Panel.
- 6.2 Appendix 1 provides details of expenditure for the period 01/04/19 – 30/09/19.
- 7. WELL-BEING OF FUTURE GENERATIONS ACT**
- 7.1 Effective scrutiny arrangements provides Members with the opportunity to apply the sustainable development principle and consider the five ways of working (long term, prevention, integration, collaboration, involvement).

Appendix 1

**Police and Crime Panel Grant Expenditure for 2019/20**

	<b><u>ACTUAL EXPENDITURE APRIL – SEPT 2019</u></b>	<b><u>PREDICTED EXPENDITURE OCT 2019 – MARCH 2020</u></b>	<b><u>GRANT ALLOCATION 2019/20</u></b>
ADMINISTRATION COSTS	26,798.87	26,501.13	53,300.00
MEMBER COSTS (Allowances & Expenses)	1,344.05	10,615.95	11,960.00
TRANSLATION COSTS	3,332.23	2,382.77	5715.00
Total	£31,475.15	£39,499.85	£70,975.00

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



**NORTH WALES POLICE AND CRIME PANEL**  
**FORWARD WORK PROGRAMME 2020/21**

Contact Officer:	Dawn Hughes
	Scrutiny and 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>June 2020</b>	<b>Summary of Complaints Received</b>	Richard Jarvis, Lead Officer and Legal Advisor
<b>June 2020</b>	<b>North Wales Police and Crime Panel Expenses 2019/20</b>	Richard Jarvis, Lead Officer and Legal Advisor
<b>June 2020</b>	<b>Finance Report - Outturn 2019/20</b>	Kate Jackson, Chief Finance Officer (Office to the Police and Crime Commissioner)
<b>June 2020</b>	<b>Presentation on Leader's Unlocked on developing a Youth Commission</b>	Stephen Hughes, Chief Executive (Office to the Police and Crime Commissioner)
<b>June 2020</b>	<b>Update on the Violence against Women, Domestic Abuse and Sexual Violence Team</b>	Stephen Hughes, Chief Executive (Office to the Police and Crime Commissioner)
<b>September 2020</b>	<b>Update on the Estates Strategy for North Wales Police</b>	Police and Crime Commissioner for North Wales
<b>September 2020</b>	<b>Update from the Chief Constable of North Wales Police</b>	Chief Constable Carl Foulkes
<b>September 2020</b>	<b>Annual Report 2019/20 from the North Wales Police and Crime Commissioner</b>	North Wales Police and Crime Commissioner
<b>September 2020 December 2020</b>	<b>Update on the 2020/21 Budget</b>	Kate Jackson, Chief Finance Officer (Office to the Police and Crime Commissioner)

<b>Date</b>	<b>Subject</b>	<b>Responsible Officer (including e-mail address)</b>
<b>December 2020</b>	<b>North Wales PCP – Budget Monitoring Report from April 2020 to September 2020</b>	Richard Jarvis, Lead Officer and Legal Advisor
<b>January 2021</b>	<b>Precept and Council Tax 2021/22</b>	North Wales Police and Crime Commissioner
<b>TBC</b>	<b>Presentation by Flintshire Youth Service on the Enhanced Case Management Approach</b>	James Warr, Flintshire Youth Justice Service

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



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

Friday, 31 January 2020 at 10.30 am  
Council Chamber - Bodlonddeb

- a) Addendum to the report on the Precept and Council Tax 2020/21 (Pages 1 - 3)

# AGENDA ITEM 7a

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

<b>Title:</b>	<b>Addendum to the Precept and Council Tax 2020/21 Report</b>
<b>Meeting:</b>	<b>North Wales Police and Crime Panel, 31 January 2020</b>
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### 1. Introduction

- 1.1 The purpose of this addendum is to update the Panel following the Home Office funding announcement on the 22<sup>nd</sup> of January 2020.

### 2. Settlement 2020-21

- 2.1 The 2020-21 Police Finance Settlement was announced on 22 January in a written statement by the Policing Minister, Kit Malthouse. The announcement had been delayed due to the December 2019 General Election. Prior to the 2020-21 settlement publication the sector was expecting an additional £750m for recruitment of 6,000 officers (towards the 20,000 total), minus a reallocation for central costs. Force allocations of officer numbers had already been published and had been calculated pro-rata to core grant. In return for this additional money the Treasury had asked the Home Office to find £120m of savings from within their budget.

- 2.2 The main national headlines are as below

- £50m of the £750m retained centrally to support recruitment of officers
- Of the remaining £700m - £532m via un-ringfenced core grant, £168m ringfenced for successfully meeting recruitment targets.
- No other inflationary increases in core grant
- Resulting in a 7.5% increase in core funding
- £10 precept flexibility for all PCCs in England (no cap set for PCCs in Wales)
- £92m (9%) increase in reallocations to over £1.1bn in 2020-21
- Flat cash pension grant allocations compared to 2019-20 (to cover increases costs)
- Reduction of 74% to capital grant funding to PCCs
- Ending of the Police Transformation Fund

- 2.3 The settlement is very much focused on the recruitment of Phase 1 and 2 of the officer uplift previously announced. North Wales Police have been allocated 62 Officers as part of phase 1 (6,000 officers nationally) and would expect, based on formula allocation, another 140 from Phase 2 (14,000) nationally. The additional amounts have been provided to pay for the costs of Phase 1 and the infrastructure costs of Phase 2.

- 2.4 The settlement only covered 2020-21, with the above mention of Phase 2 of the officer uplift, but no mention of potential cash allocations from 2021-22 onwards. There will be a Spending Review by the Government over the summer to decide on funding from 2021-22 to



2023-24 and it will not be known if further funding will be provided for Phase 2 of the officer uplift or whether it will be frozen at the £750m nationally until the Spending Review is concluded. This creates a high level of uncertainty of being able to fully fund the future increases in officer numbers.

- 2.5 Inflation has not been included in the figures, of the £162m inflation initially provided nationally £120m has been taken as efficiency by the Treasury as part of the agreement to provide £750m towards the officer uplift costs; and the remainder has been added to Home Office central allocations (top-sliced).
- 2.6 The Capital Grant allocations to PCCs have been reduced by 74% from £46.9m to £12.3m. This is a reduction of £0.339m for North Wales Police, or the equivalent of £1.695m over the 5 year capital programme. The capital grant is used to fund the vehicle replacement programme, in order to maintain this level of investment, the annual revenue contribution will need to be increased by the equivalent amount from 2020-21 onwards. This reduction reflects the intention that the increase in core grant can be used flexibly, including funding capital.
- 2.7 The Home Office have set a capping limit of £10 for English PCCs, with the requirement to conduct a referendum if they wish to go above this amount. No capping rules have been announced by the Welsh Government. English PCCs receive an additional allocation from a historical Council Tax Reduction Grant of £510m, which is on average equivalent to £26 reduction in a Band D Council Tax in England. Welsh Forces do not receive an allocation of this grant.
- 2.8 The summary of the changes in figures from the MTFP is given below:

<b>Settlement 2020-21</b>	<b>MTFP £m</b>	<b>Settlement £m</b>	<b>Variance £m</b>
Base Grant	73.234	78.714	5.480
Pension Grant	1.582	1.582	0
Ring Fenced (subject to uplift targets)	0	1.731	1.731
Capital Grant	0.462	0.123	-0.339
<b>Total</b>	<b>75.278</b>	<b>82.150</b>	<b>6.872</b>

- 2.9 The current estimates on the requirements of phase 1 and 2 officer uplift are detailed below. Phase 1 is well developed, but requirements still need to be confirmed. Phase 2 is not as developed but estimates can be made based on similar level of additional recruitment, training and equipment for 2021-22 and 2022-23. There will be further infrastructure requirements, such as Estates, that have not been detailed yet as they will depend on Phase

2 allocation (e.g. are new buildings required?) as well as non-staff and support costs depending on the final allocation.

<b>Uplift requirements</b>	<b>£m</b>
Core Costs Phase 1 (62 Officers)	3.242
Training - Recurring Years 1 - 3 (Phase 1 and 2)	0.665
HR Recruitment Years 1 - 3 (Phase 1 and 2)	0.243
Vehicles - Recurring	0.431
Set up costs IT and Other	0.385
Uniform and Equipment	0.115
Officer Staffing Variance (early recruitment)	0.420
<b>Total</b>	<b>5.500</b>
<b>Balance for additional future uplift infrastructure and other cost pressures</b>	<b>1.372</b>

- 2.10 Areas where there are still cost pressures that have been analysed are investment in IT and communications systems and other equipment, contributions to national and regional collaborations; and also delivering cashable efficiencies where there is increased pressure on staff and non-staff budgets as a result of growth in the number of officers.
- 2.11 Based on the information provided, the requirement to fund the infrastructure of Phase 1 and 2 of the officer uplift, and the uncertainty around funding of 2021-22 onwards, the proposal in the original report remains the same: a council tax increase of £12.51 (4.5% increase) and precept of £84.990m. If all English Forces increase council tax by £10 (the maximum allowed without a referendum) the range of increase in England will be 3.6% to 7.4%. The increases in the other three Welsh Forces are expected to be higher than 4.5%. The Force will be asked to present detailed plans for the officer uplift, and the effect to demonstrate good use of public money.
- 2.12 The Medium Term Financial Plan figures will be revised to include the above and any revision required to future assumptions; however these will still be based on estimates as the Home Office has not yet provided any indication of future funding.