

Public Document Pack



North Wales Police and Crime Panel

Tuesday, 4 June 2013 at 2.00 pm
Bodlondeb, Conwy

AGENDA

1. **Appointment of Chair**
2. **Appointment of Vice-Chair**
3. **Apologies for absence**
4. **Declarations of Interest: Code of Local Government Conduct**
Members are reminded that they must declare the **existence** and **nature** of their declared personal interests.
5. **Urgent matters**
Notice of items which, in the opinion of the Chairman, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.
6. **Minutes** (Pages 3 - 7)
To approve and sign as a correct record minutes of the previous meeting.
7. **To consider the following reports by the North Wales Police and Crime Commissioner:**
 - a) Verbal update from the Police Commissioner
 - b) Confirmation Hearing for the Chief Finance Officer
(Pages 8 - 12)
 - c) Annual Report from the Police and Crime Commissioner
(Pages 13 - 24)

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

- a) Complaints Procedure (Pages 25 - 37)
- b) Member Allowances and Expenses (Pages 38 - 40)
- c) Review of membership of the North Wales Police and Crime Panel (Pages 41 - 48)
- d) National Training/Development Session - July 2013 (Page 49)
- e) To consider the Forward Work Programme for the North Wales Police and Crime Panel (Pages 50 - 53)

9. Date of Next Meeting:

The next meeting of the Police and Crime Panel is on 9 September 2013, however consideration needs to be given to holding a special meeting of the Panel in August, in order to hold a confirmation hearing for the Deputy Police and Crime Commissioner.

Membership of Panel

Cllr William Knightly
Cllr Glenys Diskin
Cllr Amanda Bragg
Cllr Bill Cowie
Cllr Terry Evans
Cllr Chris Hughes
Cllr William T. Hughes
Cllr Charles Jones
Cllr Colin Powell
Cllr Gethin Williams

Conwy County Borough Council
Flintshire County Council
Flintshire County Council
Denbighshire County Council
Wrexham County Borough Council
Conwy County Borough Council
Ynys Mon County Council
Gwynedd County Council
Wrexham County Borough Council
Gwynedd Council

Patricia Astbury
Timothy Rhodes

Independent Co-opted Member
Independent Co-opted Member

NORTH WALES POLICE AND CRIME PANEL AGENDA ITEM 6

Thursday, 7 March 2013 at 2.00 pm
Bodlondeb, Conwy

PRESENT:	Councillor William Knightly (Chair)	Conwy County Borough Council
	Patricia Astbury	Independent Co-opted Member
	Councillor Amanda Bragg	Flintshire County Council
	Councillor Bill Cowie	Denbighshire County Council
	Councillor William T Hughes	Isle of Anglesey County Council
	Councillor Charles Jones	Gwynedd Council
	Councillor Colin Powell	Wrexham County Council
	Timothy Rhodes	Independent Co-opted Member
In attendance:	Anna Humphreys	Chief Executive (Office to the North Wales Police and Crime Commissioner
	Gareth Pritchard	Assistant Chief Constable (North Wales Police)
	Winston Roddick	North Wales Police and Crime Commissioner
Officers:	Ken Finch	Strategic Director (Democracy, Regulation and Support)
	Dawn Hughes	Senior Committee Services Officer
	Richard Jarvis	Solicitor
	Sali Morris	Administration Assistant

30. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Glenys Diskin, Terry Evans, Chris Hughes and Gethin Williams.

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

There were no declarations of interest.

32. **URGENT MATTERS**

None.

33. **MINUTES**

The minutes of the Police and Crime Panel held on 19 December 2012 and 21 January 2013 were submitted for approval.

RESOLVED –

- (a) **That the minutes of the meetings of the Police and Crime Panel held on 19 December 2012 be approved as a correct record.**

- (b) **That the minutes of the meeting of the Police and Crime Panel held on 21 January 2013 be approved as a correct record, subject to the word Panel in Paragraph 13, 2nd bullet point being amended to Plan.**

34. **PERIODIC UPDATE FROM THE POLICE AND CRIME COMMISSIONER**

The Police and Crime Commissioner (PCC) provided Members with a periodic update on his recent work activities as follows:

- Attended a meeting with Home Office Ministers.
- Represented Police and Crime Commissioners at the first meeting of the newly created Criminal Justice Board.
- Met the Secretary of State for Wales both in Cardiff and locally.
- Met with the Minister for Communities and Local Government (Carl Sargeant) regarding devolved powers to the Welsh Government.
- Consulted with the Children's Commissioner, who was a statutory consultee on the Police and Crime Plan.
- Met with the Chair of the Youth Justice Board and the Manager of the Youth Justice Service – the Commissioner was very impressed with the work undertaken by this Service.
- Attended the UNISON AGM which was a good chance to answer question and hear views.
- Met with other Police and Crime Commissioners in Wales together with respective Chief Constables.
- Continued visiting police stations throughout North Wales.
- Development of the Office to the Police and Crime Commissioner and appropriate policies and procedures (Scheme of Governance).

The PCC also informed the Panel that he had undertaken a significant amount of media work, particularly in relation to the devolution of powers.

It was also reported that Independent Members had been appointed to the Audit Committee and the PCC suggested that the Panel may wish to send a representative to observe a future meeting.

The Commissioner explained to Members that after careful consideration, he had decided that there was a need to appoint a Deputy Police and Crime Commissioner. An appropriate appointment process would be undertaken and the Panel would also be expected to hold a confirmation hearing.

35. **THE NORTH WALES POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN**

The Commissioner presented the Panel with his Police and Crime Plan, titled 'Security at Home; Safety in Public Places'.

The Plan provided details of the Commissioner's four police and crime objectives, which focused on: reducing crime and anti-social behaviour; protecting people and reducing harm; delivering a quality service that meets the needs of our communities; and promoting a well led, organised, and skilled police force. These objectives would enable the Commissioner to address his five manifesto commitments and fulfil his duties to deliver an efficient and effective police force, which clearly demonstrates value for money and above all cuts crime.

The Police and Crime Plan would also be accompanied by an Action Plan, which would enable the Commissioner to measure delivery of the four objectives and hold the Chief Constable to account. Together, the two documents would then serve to communicate the Commissioner's intention to the public, partners, the Police and Crime Panel and other stakeholders.

The Assistant Chief Constable (Gareth Pritchard), of the North Wales Police also provided the Panel with an update on operational matters, which included the following:

- Victim based crime was down 11.2%, which was positive result, but there was still more work to be done.
- The Farmers Union of Wales and the National Farmers Union had been consulted with, in relation to rural crime. Some gaps had been identified and three officers (from the additional 51 police officers) would be appointed to support communities and look at specific problems in these areas.
- In relation to security at home, the Panel was informed that rape cases and sexual offences had increased and it was proposed to set up a Specialist Rape Team, utilising 6 of the 51 additional police officers
- On average there had been 12,000 call outs per year in relation to domestic abuse and it had been decided to enhance work in this area, by utilising 3 of the 51 additional police officers.
- There would also be 2 additional uniformed posts allocated to deal with crime investigations; these posts would be flexible, dependant on local crime issues.

In response to a query relating to policing of the coastal areas, the Assistant Chief Constable reported that a flexible approach would be adopted and additional officers would be deployed as necessary, particularly in times of high demand.

The Panel considered the Plan and there was some concern relating to the lack of performance management information and the ability to be able to measure performance in a tangible manner. Members therefore requested that the Panel was provided with regular feedback from the Strategic Executive Board (the forum for monitoring the police and crime

objectives); this would then enable the Panel to review and measure performance of the Plan, particularly against national statistics.

The Panel also had the following observations to make:

- The need for easier accessibility to the Police and Crime Commissioner's website.
- Ensuring that the published Plan was available in Libraries for those who could not access the Internet – the Strategic Director confirmed that a copy of the Plan would need to be circulated to each Local Authority in North Wales for publication.
- In relation to capital investment, the PCC was requested to give consideration to the inclusion of a facility in St Asaph within the Estates Strategy.
- OWL Patrol – the PCC reported that such bodies/interventions would be reviewed during this transitional year for their effectiveness, but the Commissioner could not guarantee that such organisations would continue to receive funding.
- The need to tackle drug crime in North Wales, in response, the Assistant Chief Constable informed the Panel that the problem was wider than North Wales and relationships were being developed with Police Officers in the North West of England. The Panel was also informed that the proceeds from such crimes were given back to communities in the form of grants for neighbourhood policing schemes.

The Panel supported the Police and Crime Plan and the Commissioner's approach in setting the strategic direction for policing in North Wales. The Panel also acknowledged the recognition of rural crime within the Plan and the Police Force's plan to deploy the additional 51 Police Officers throughout North Wales, particularly in relation to the establishment of a dedicated Rape Team; enhancing the work undertaken by Police Officers in relation to domestic abuse; enhancing the Crime Investigation Team; and reviewing back office staff to create efficiencies.

Councillor Colin Powell, the Member from Wrexham County Council took the opportunity to thank the Assistant Chief Constable and the North Wales Police for their first class response and support, following the recent murder in the Wrexham area.

RESOLVED-

- (a) That the North Wales Police and Crime Commissioner's Police and Crime Plan titled 'Security at Home; Safety in Public Places' be supported for the reasons highlighted above.**
- (b) That the North Wales Police and Crime Panel be provided with regular feedback from the Strategic Executive Board in order to monitor progress of the Police and Crime Plan.**
- (c) That consideration be given to the inclusion of a facility in St Asaph in the Estates Strategy.**

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

The Panel was presented with a draft Forward Work Programme for the North Wales Police and Crime Panel.

Members were requested to contact the Senior Committee Services Officer (Conwy County Borough Council), with any items they wished to be included on the Programme.

RESOLVED -

That the Forward Work Programme for the North Wales Police and Crime Panel be approved.

37. **PROPOSED SCHEDULE OF MEETINGS FOR 2013/14**

The Panel considered the proposed schedule of meetings for 2013/14.

Members were informed that a provisional meeting had been arranged for 12 April 2013, in order for a possible confirmation hearing for the Chief Finance Officer.

RESOLVED –

That the proposed schedule of meetings for 2013/14 be approved.

(The meeting ended at 3.20 pm)

Councillor William Knightly
Chair
Police and Crime Panel
Conwy County Borough Council
Bodlondeb
Conwy LL32 8DU

Ein Cyf / Our Ref: WR/mm

21 May 2013

Dear William

Chief Finance Officer Confirmation Hearing

The Police Reform and Social Responsibility Act 2011 under paragraph 6 of Schedule 1 requires me to appoint a Chief Finance Officer.

I am therefore writing to inform you of my nomination to this statutory post. My recommendation is that Ms Kate Jackson is appointed as Chief Finance Officer for the Office of the Police and Crime Commissioner, North Wales.

I would appreciate if the Police and Crime Panel could consider my recommendation at a Confirmation Hearing and report back to me on whether my recommendation meets the Panel's approval.

The overall purpose of the post is:-

1. To undertake the proper administration of the Commissioner's financial affairs in accordance with section 112-124 of the Local Government Finance Act 1988 (as amended), Home Office Code of Financial Management and the Police Reform and Social Responsibility Act 2011 under paragraph 6 of Schedule 1.
2. To act as the Commissioner's Financial Adviser.
3. To be the Responsible Officer under section 151 of the Local Government Act 1972.
4. To act in a supporting role to the Chief Executive as required.

The criteria I have used to determine my nomination is:

1. Responsible for financial management, ensuring that my financial affairs are properly administered and that financial regulations are observed and kept up to date
2. Responsible for ensuring regularity, propriety and value for money (VfM) in the use of public funds

3. Ensure that the funding required to finance agreed programmes is available from Central Government and Welsh Government funding, precept, other contributions and recharges.
4. Report to me, the Police and Crime Panel and to the external auditor of any unlawful, or potentially unlawful, expenditure and report if expenditure is likely to exceed the resources available to meet that expenditure.

I believe Kate Jackson fully meets these criteria.

1. Kate is a qualified accountant with 25 years accounting experience gained in both the public and private sector. She is the former Principal Accountant and Deputy Section 151 Officer with South Shropshire District Council
2. Kate has experience of financial management of services with budget of approximately £120m
3. Experience of the production of Statement of Accounts, Treasury Management and all aspects of the accounting function of a local authority
4. Kate has provided a detailed curriculum vitae and evidence of all her work experience and qualifications which supports my recommendation of her appointment. I have also received 3 references from Kate's previous Line Managers providing confirmation that she is more than capable of fulfilling this post.
5. Kate does not speak Welsh but has expressed her willingness to learn and I am pleased to say has already started to use Welsh greetings whilst communicating with the office

To ensure that the process of appointing a new Chief Finance Officer was completely fair I ensured that the composition of the panel was balanced. The appointment panel consisted of officers from my office, one independent person and one human resource assessor. The panel were all experienced in recruiting high ranking officers.

The vacancy for the post was advertised on Thursday 29 November with a closing date of Friday 14 December, due to an insufficient number of applications received the vacancy was advertised again on 7 February with a closing date of 21 February, the interviews took place on Tuesday 5 March. The advertisement was placed with the Daily Post, AllWalesJobs website, Golwg website and distributed to the members of the Chartered Institute of Public Finance and Accountancy through their website. The candidate that I recommend for this post responded to the second advertisement following the distribution via the Chartered Institute of Public Finance and Accountancy.

We received 5 applications for the post and shortlisted 5 people; we only interviewed 4 people as one person withdrew prior to the day of the interview. Candidates were asked a series of questions on the role that they were applying for and also questions on their work experience, they were scored accordingly by the panel. The conclusion of the appointment process was that Kate Jackson was the strongest candidate and the most suitable candidate for the post.

I have attached to this letter the full Person Specification for this role for your information. I can also confirm that Kate has received security and medical clearance to carry out this post.

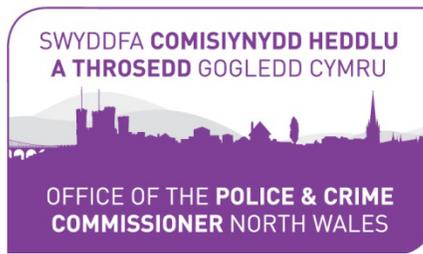
Thank you.

Yours sincerely



Winston Roddick CB QC
Commissioner

enc



OFFICE OF THE POLICE AND CRIME COMMISSIONER

POST PROFILE

Post	:	Chief Finance Officer
Based at	:	Office of the Police and Crime Commissioner, Police Headquarters, Colwyn Bay
Scale	:	Point 62
Responsible to	:	Police and Crime Commissioner
Job Evaluation Ref	:	

OVERALL PURPOSE OF JOB:

1. To undertake the proper administration of the Commissioner's financial affairs in accordance with section 112-124 of the Local Government Finance Act 1988 (as amended), Home Office Code of Financial Management and the Police Reform and Social Responsibility Act 2011 under paragraph 6 of Schedule 1.
2. To act as the Commissioner's Financial Adviser.
3. To be the Responsible Officer under section 151 of the Local Government Act 1972.
4. To act in a supporting role to the Chief Executive as required.

DUTIES AND RESPONSIBILITIES:

1. Ensuring that the financial affairs of the Commissioner are properly administered and that financial regulations are observed and kept up to date.
2. Ensuring regularity, propriety and value for money (VfM) in the use of public funds.
3. Ensuring that the funding required to finance agreed programmes is available from Central Government and Welsh Government funding, precept, other contributions and recharges.



4. Reporting to the Commissioner, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the Commissioner or officers of the Commissioner.
5. Reporting to the Commissioner, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure.
6. Advising the Commissioner on the robustness of the budget and adequacy of financial reserves.
7. Ensuring production of the statements of accounts of the Commissioner.
8. Ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts.
9. Liaising with the external auditor.
10. Advising the Commissioner on the application of value for money principles by the police force to support the Commissioner in holding the Chief Constable to account for efficient and effective financial management; and
11. Advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.
12. To undertake the responsibilities delegated to the Chief Finance Officer in the Commissioner's Scheme of Delegation.
13. To attend meetings of the Commissioner, the Force and the Police and Crime Panel and any other meetings as required.
14. Such other duties as may be reasonably required.

YOU'LL HAVE REGARD TO:

1. CIPFA Statement on the Role of the Chief Finance Officer
2. Financial Management Code of Practice for the Police Service of England and Wales

NOTES:

1. In accordance with section 2(1) of the Local Government and Housing Act 1989 this post is a politically restricted post.

22nd November 2012

ANNUAL REPORT

2012/13



Contents

Introduction	2
Section One: The Police and Crime Plan	3
Reduce crime and anti-social behaviour.....	4
Protect people and reduce harm.....	4
Deliver a quality service that meets the needs of our communities.....	5
Rural Crime Plan.....	6
Provide a well led, organised, skilled workforce	6
Section Two: Delivering the role of the Police and Crime Commissioner	7
Funding and finance.....	8
Police budget	8
Commissioner’s Fund 2013/14	8
Commissioner’s Fund 2014/15	8
The Office of the Police and Crime Commissioner	8
Annex A – Distribution of the Commissioner’s Fund 2013/14	9

Introduction

I was elected in November 2012 as the first ever Police and Crime Commissioner for North Wales. The role, which has replaced the North Wales Police Authority, places upon me the duty to deliver an efficient and effective police force which demonstrates value for money and, above all, cuts crime.

This is my first annual report under section 12 of the Police Reform and Social Responsibility Act 2011 (the Act). Although I have been in post only six months, I am required to prepare an annual report at this time. Covering as it does a period of only six months, it will of necessity be briefer than it otherwise would be. It will be a summary of how I have carried out my functions to date and the progress I have made in that time in meeting the police and crime objectives of my Police and Crime Plan.

As your elected representative, I am your voice in policing matters. I am responsible for holding the Chief Constable of North Wales Police to account and ensuring that the Force meets the needs of the communities it serves. I am answerable to the Police and Crime Panel which is made up of 12 community representatives who scrutinise my work and hold me to account.

My vision is for North Wales to be a place where people feel safe and secure at home and in public places. I want to see a significant reduction in victim-based crime. I believe that increased visibility of the police and the other initiatives which are being introduced will assist in cutting crime and in making people feel safer.

I have set out my vision in my Police and Crime Plan. Preparing the Plan has been the main focus of my work over the past six months. It was developed after consultation with the police and other partner organisations, community groups and the public. It is based on four key objectives which will underpin the work of North Wales Police over the next five years.

Another important task for the first few months was to draw up the Force budget and set the council tax precept for 2013/14. With the approval of the Police and Crime Panel, I increased the council tax by 3.98% which will pay for an additional 51 police officers.

Over the coming months and years, I will build on the foundations that have been laid during my first six months in office. I will continue to work alongside the police, partners and the communities of North Wales towards achieving the outcomes set out in the Plan: security at home, safety in public places, and visible policing.

I am grateful to the Chief Constable and his staff for the excellent support they have given me during these challenging first few months in office. Likewise my staff for their strong and efficient support. I have appeared before the Police and Crime Panel on a number of occasions during this opening six months period. In that time, its members have scrutinised my budget, my Police and Crime Plan and the statutory appointments to my office. I am grateful to them for their constructive criticisms, suggestions and encouragement. All in all, I have been lucky in the people with whom I work.

Winston Roddick CB QC
North Wales Police and Crime Commissioner

Section One: The Police and Crime Plan

As the Police and Crime Commissioner, I have the statutory responsibility for the strategic direction of policing in North Wales and the Chief Constable remains responsible for operational matters.

That strategic direction is set out in the Police and Crime Plan which I published in March this year. The plan will be reviewed and adapted regularly in light of emerging issues and the views of stakeholders and the public.

The Plan includes four key objectives which provide a framework for developing and improving the police force in a way that will cut crime and ensure security in the home and safety in public places.

The Police and Crime Objectives are as follows:

1. To reduce crime and anti-social behaviour
2. To protect people and reduce harm
3. To deliver a quality service that meets the needs of our communities
4. To promote a well led, organised and skilled workforce

The Plan highlights a number of key issues which are relevant to all parts of North Wales. These include:

- Anti-social behaviour
- Domestic abuse and sexual assault
- Substance misuse
- Rural crime
- Road safety

The Chief Constable has put together an action plan detailing how North Wales Police will address these issues and how they propose to achieve the four key objectives. Through regular meetings and reports, including the Strategic Executive Board, I shall be measuring and monitoring the police's performance against that action plan.

Progress to date

Although the Plan was not formally adopted until quite recently, a number of important and innovative initiatives have already been developed, and I have included a summary of some of the activity undertaken to date against each of the police and crime objectives.

The performance for the 2012/13 showed that there were significant decreases in most crime types, with 4,381 fewer victims of victim-based crime (a reduction of 11.6%) and 3,550 fewer incidents of anti-social behaviour (a reduction of 11.6%).

The Chief Constable and Force have worked tirelessly to reduce crime during 2012/13 and I hope that we can reduce crime even further this year, by focusing on prevention of crime.

Reduce crime and anti-social behaviour

Figures for the end of the 2012-13 performance year show that:

- Victim-based crime decreased by 11.6%, with **4,381 fewer victims**.
- Violence with injury decreased by 7%, with **314 fewer victims**.
- Violence without injury decreased by 5%, with **217 fewer victims**.
- Domestic burglary decreased by 16.2%, with a **reduction of 304 victims**.
- Burglary other than dwelling decreased by 14.3%, with a **reduction of 502 victims**.
- Robbery decreased by 8.8%, with **14 less victims**.
- Vehicle theft decreased by 17.3%, a **reduction of 123 victims**.
- Anti-social Behaviour (ASB) decreased by 11.6%, a **reduction of 3,550 incidents**

I believe that nothing is more effective in deterring and reducing crime than the visible presence of the police. I have pledged to work with the Force to increase police visibility with the aim of reassuring the public. The addition of 51 front line officers will assist in achieving this objective.

The Chief Constable has begun implementing the Force's crime and anti-social behaviour reduction programme focusing on reducing victim-based crime and anti-social behaviour. This will build on the crime reduction delivered in 2012/13. The Force is also enhancing the development of evidence-based policing to ensure that activities are focused and initiatives that reduce crime effectively are recognised and rolled out further.

The Force is reviewing the way and the method it uses to respond to incidents to ensure that the response is proportionate and appropriately to the incident. This will build on a pilot initiative undertaken in Flintshire South.

I have received positive feedback about partnership working in North Wales, but I feel this can be developed further and opportunities for collaborating with our local partners could also be explored further. To this end, the role of the Deputy Commissioner has been created to support me in the development and delivery of partnership working. The role of the Deputy Commissioner is currently being advertised.

Protect people and reduce harm

With my full support, North Wales Police are establishing a dedicated team to investigate rape (known as the 'Amethyst Team'). The Amethyst team will provide victim focused support in a sensitive and appropriate way, and will comprise a Detective Chief Inspector, a Detective Inspector, three Detective Sergeants, 12 Detective Constables and six specially trained police officers, and conscious efforts are being made to ensure that there is Welsh language specialist support available.

Through continued collaboration with partners such as Betsi Cadwaladr University Health Board and victim support groups, the police are working towards further enhancing the quality and consistency of the police response to these crimes.

The investigation of recent allegations of historic abuse in the care system in North Wales (Operation Pallial) has to date reported that an additional 76 new complainants have come forward. The first phase of the investigation has stated that “no evidence of systemic or institutional misconduct by North Wales Police officers or staff in connection with these matters has been identified”.

I supported the Chief Constable’s statements on the findings and his actions over the investigation. The standards of investigation and the support provided to victims has improved significantly in recent times and the dedicated team will further improve the capability and capacity within North Wales to treat these crimes as a priority.

“It's never too late to report abuse”
Mark Polin, Chief Constable of North Wales

The management of the most dangerous and violent offenders is central to the safety of people in North Wales, and this is something that could not be delivered without the multi-agency public protection arrangements (MAPPAs). The Chief Constable is working with partners to develop a multi-agency safeguarding hub to pilot with partners. This pilot will aim to improve the cross-sector working to deliver better outcomes for the most vulnerable members of our community.

I have decided to continue to provide financial support for a programme to provide support for offenders who have substance misuse problems which contribute to their offending behaviour. The work covers the ‘test on arrest programme’ and arrest referral procedure for those with substance misuse problems.

Deliver a quality service that meets the needs of our communities

Listening to the views of the people of North Wales enables me to represent those views in policing matters. I am committed to open and transparent engagement and two-way communication with the public and their representatives as well as with the police, statutory partners, and other public, private and voluntary organisations.

Community engagement has been an important part of developing the Police and Crime Plan. Feedback from a wide range of organisations and individuals was taken in to account during the process of identifying the objectives and the priority areas for action. Listening to the views about police and crime issues in North Wales will continue to be crucial to enable me to monitor the impact of the Plan.

Over the next few months, I will publish an Engagement Plan and will formalise arrangements with the Force for joint engagement with the public and other key partners who work in the community safety or criminal justice field. This will enhance my ability to listen and respond to the communities of North Wales.

As part of this work, the Force have also begun to examine the feasibility of participatory tasking of Police Community Support Officers. This work is in the early stages of exploratory study but in principle we are focusing on the potential for communities to influence how some of the work time of local Community support officers is used. We will be reporting the findings of this feasibility study in 2014. This is an innovative feasibility study to see if we can introduce local participation in focusing support officer time on local priority areas.

Rural Crime Plan

Following meetings with rural communities across North Wales, resounding concerns about rural crime became evident. I therefore requested that the Police create an operational plan to tackle rural crime. The Rural Crime Plan for North Wales is being developed in close partnership with the farming unions in Wales, including the Federation of Young Farmers, and it will be officially launched during the summer.

In developing the Rural Crime Plan, some of the issues that we will seek to address include:

- Improving crime prevention and security
- Thefts from rural areas of equipment, diesel, scrap metal and vehicles
- Theft of livestock
- Wildlife and environmental crime
- Having a presence at farmers markets and agricultural events
- Reducing arson
- Communicating effectively with rural communities using text messages and emails
- Dealing with emerging issues to maintain public safety

Under the Rural Crime Plan, a team of Police Officers will be dedicated to dealing with rural crime. Six PCSOs have been nominated and three brand new Rural Crime Officer posts will be advertised in the near future.

Provide a well led, organised, skilled workforce

I increased the council tax precept by 3.98% for 2013/14 to strengthen front line policing. This increase has minimised the effect of central government cuts and has allowed for investment in 51 additional police officer posts. These brand new posts are being recruited over the coming months. 37 of the 51 will be deployed as patrol constables within local policing.

The Chief Constable and I have also decided to set the starting salary for new police officers at £22,000. We want to attract the best candidates to become police officers. Joining the police force enables people to serve their communities and the Force offers great career opportunities. All officers must start as Police Constables. To build an effective Force for the future we need to be able to compete with other employers and attract the best candidates.

One of the programmes that have been commissioned is to examine how mobile data technology can better support police officers and staff to enable them to spend more time with the public by avoiding unnecessary journeys to use equipment within police stations.

The Chief Constable is currently undertaking 20 roadshows across North Wales to communicate with staff and officers, and to seek feedback from them to enhance the service in addition to communicating the objectives within the Police and Crime Plan.

Section Two: Delivering the role of the Police and Crime Commissioner

My core functions are:

- to secure the maintenance of an efficient and effective police force for north Wales
- to hold the Chief Constable to account for the exercise of his functions
- to bring together community safety and criminal justice partners
- to co-operate with the other Police and Crime Commissioners and to formulate and implement strategies across police force areas

I have endeavoured to perform the first of these by the strategy laid down in my Police and Crime Plan and, in particular, by its four police and crime objectives namely to reduce crime and anti-social behaviour, protect people and reduce harm, deliver a quality service that meets the needs of our communities and promote a well led, organised and skilled police force. Although an assessment of whether I have yet fulfilled this function would be premature at this stage, there are indications that I am succeeding in doing so. There are a number of ways of measuring effectiveness, I accept, but the substantial reduction crime is probably the best indicator of all.

The principal means by which I hold the Chief Constable to account is through the Strategic Executive Board which I chair and of which the Chief Constable including his senior officers are members. This meets regularly and I take reports on several aspects of the Chief Constable's functions including in particular crime statistics for the period immediately preceding the meeting, the monthly performance summary which contains local performance information, results of surveys of the officers and staff, and public satisfaction surveys. My engagement with the Chief Constable and his senior officers is not limited to the Strategic Executive Board meetings; it is a continuing engagement on delivery against agreed objectives including publishing information at regular intervals. This published material includes my observations and comments and agreed actions that arise out of the performance summary.

This overseeing function is reinforced by my regular meetings with Her Majesty's Inspectors of Constabulary and with the Head of the Independent Police Complaints Commission and by their respective reports on the performance of North Wales Police.

Although it also oversees me as well as the Chief Constable there is further reinforcement of this overseeing function by the audit panel which I set up recently jointly with the Chief Constable.

Co-operating with the other Police and Crime Commissioners and to formulate and implement strategies across police force areas is an important function and contributes towards delivering the Strategic Policing Requirement. This function I have endeavoured to fulfil by regular meetings with my fellow Welsh Commissioners and their Chief Constables to discuss common interests and cross border matters in particular. There are also forward looking plans to explore further opportunities for collaboration between North Wales Police and the Cheshire Constabulary. I meet regularly with the Commissioners of the North West of England to discuss cross-border matters and other common interests. The collaboration work between North Wales Police and the police forces of the North West of England is of particular importance to the policing of North Wales. In view of the fact that geographical proximity means that we have shared priorities for tackling serious and organised crime as well as providing operational cooperation for the police service.

Funding and finance

Police budget

I am responsible for setting the finance which will be provided to the Chief Constable for the delivery of policing in North Wales. A net budget of £141m has been allocated for 2013/14.

Whilst the Central Government Police Grant from the Home Office accounts for 56% of Police Funding, 44% is provided by local taxpayers.

Commissioner's Fund 2013/14

The Police Reform and Social Responsibility Act 2011 enables me to award grants to partners, public organisations or voluntary groups that can support the objectives and aims identified in the Police and Crime Plan.

The Home Office has confirmed that the Commissioner's Fund (which is made up of grant funding streams previously ring fenced, including the Community Safety Fund, the Drug Intervention Programme (DIP) Fund, the DIP Drug Testing Grant, and the Youth Crime and Substance Misuse Prevention Funding) for North Wales in 2013/14 is £1,379,000 (a reduction of £174,734 compared to the grant funding streams available in 2012/13).

I have decided to maintain the status quo in the transitional year (2013/14) to support partners and service providers to prepare for change. The funding distribution has been included in Annex A of this document. I will provide an update on the outcomes of these initiatives as part of the Annual Report for 2013/14, and these will also be informing the review of the commissioned services.

Commissioner's Fund 2014/15

Throughout this year I will be reviewing the programmes currently funded. I have decided that at least 5% of this fund will be used to fund community and voluntary sector projects in 2014/15 to support crime reduction and community safety activities across North Wales.

I will be working through the North Wales Safer Communities Board to develop a Commissioning programme which will support crime reduction throughout the area.

The office of the Police and Crime Commissioner

The annual budget for 2013/14 has been set at the same level as that of the Police Authority during its final term £731,174.00. This equates to 0.5% of the overall budget for policing in North Wales. I have decided that the budget should remain at this level for this financial year. We currently have six staff members in work; with a planned staffing level of ten (three of the roles are currently part time).

Annex A – Distribution of the Commissioner’s Fund 2013/14

From April 2013 the Commissioner has become responsible for the Community safety fund. Local Community Safety Partnerships have determined the distribution of funding within their locality for the funds that have been allocated to each partnership area. The fund has been allocated as follows:

Recipient	Purpose	Amount
Anglesey & Gwynedd Community Safety Partnership	Anti-Social Behaviour Coordinator (Gwynedd):	£21,000
	Gwynedd Care and Repair (installation of target hardening equipment for High Risk Domestic Violence and deployment of Telecare in Domestic Violence cases (high risk MARAC)	£10,000
Total: £62,970.31		
	Redeployable CCTV Street Hawk and payment of Domestic Violence Telecare rent (Gwynedd)	£4,797.31
	Installation and rent of Telecare for Domestic Violence cases (high risk MARAC) (Anglesey):	£1,055.44
	ASB Reduction Officer (Anglesey):	£11,117.56
	Independent Domestic Abuse Advisor (IDVA) (Anglesey):	£15,000
Conwy & Denbighshire Community Safety Partnership	Joint Conwy and Denbighshire Anti-Social Behaviour Officer	£24,000
	<i>Local Priorities’ Projects:</i>	
Total: £75,655.82	Offensive Graffiti Removal	£6,000
	Alleygate Maintenance	£9,000
	CCTV	£10,000
	No cold calling signage	£4,000
	Safer Homes Project	£10,000
	Neighbourhood Watch	£4,655.82
	Race Equality Outreach Worker	£8,000
Flintshire Community Safety Partnership	Independent Domestic Violence Advisor (IDVA)	£8,875.00
	Flintshire Anti-Social Behaviour (ASB) Coordinator	£16,170.25
Total: £44,126.50	Neighbourhood Watch Chief Officer Post	£19,081.25

Wrexham Community Safety Partnership	Domestic Abuse and Sexual Violence Coordination and Independent Domestic Violence Advocates:	£15,000
	Communications and Reassurance Campaigns:	£8,000
Total: £49,127.56	Watch Schemes Development and Communications	£12,585.56
	CCTV Surveillance Project	£9,000
	Target Hardening	£4,542
Gwynedd & Anglesey Youth Justice Service	Contribution towards the salary of the Prevention Social Worker Post (joint funded from the YJB grant):	£10,000
Total: £16,464	Contribution towards the salary of the Substance Misuse Nurse (joint funded from the YJB grant):	£6,464
Conwy & Denbighshire Youth Justice Service	Contribution towards the salary of the Substance Misuse Officer (joint funded by the YJS)	£20,384
Total: £20,384		
Flintshire Youth Justice Service	Contribution towards cost of a Youth Justice Prevention Worker (joint funded by the YJS)	£15,029
Total: £15,029		
Wrexham Youth Justice Service	Contribution towards year nine prevention programme	£19,695
Total: £19,695		
North Wales Drugs Intervention Programme (DIP)	Drug Intervention & Arrest Referral Services	£650,000
	Post Custody Prescribing	£148,160
Total: £892,662.59	Regional Management Team	£106,000
	Estates	£52,500
	IT System License	£2,400
	<i>Total programme cost: £959,060.00 (£66,397.41 from other funding sources)</i>	
North Wales Police	Contribution towards 'Drug Testing programme' cover part of the staffing costs for those who administer drug testing in custody.	£182,825
Total: £182,825		

Office of the Police and Crime Commissioner North Wales

Glan y Don, Colwyn Bay LL29 8AW

Tel **01492 805486** Fax **01492 805489**



REPORT TO:	North Wales Police and Crime Panel
DATE:	4 June 2013
CONTACT OFFICER:	Ken Finch, Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council
SUBJECT:	Complaints Procedure

1. PURPOSE OF THE REPORT

- 1.1 To approve the draft Complaints Procedure for the North Wales Police and Crime Panel (PCP).

2. EXECUTIVE SUMMARY

- 2.1 The PCP has a statutory role in the handling and determination of certain complaints made against the North Wales Police and Crime Commissioner (PCC) and Deputy Police and Crime Commissioner (DPCC)
- 2.2 The report seeks approval for the delegation of certain responsibilities to the Host Authority's Strategic Director (Democracy, Regulation and Support) in consultation with the Chair, Vice Chair and an Independent Co-opted Member of the PCP.
- 2.3 The Chief Executive to the Office of the North Wales Police and Crime Commissioner (OPCC) will also be consulted on the strategy for determining whether complaints will be considered by the Panel, the OPCC or referred to the Independent Police Complaints Commission (IPCC).
- 2.4 Appendix 1 of the report sets out the proposed method for the operation of the Complaints Procedure.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 That the Complaints Procedure be approved and that the North Wales Police and Crime Panel delegates the management and resolution of complaints to the Host Authority's Strategic Director (Democracy, Regulation and Support), in consultation with the Chair, Vice Chair and an Independent Member of the Panel.

4. BACKGROUND INFORMATION

- 4.1 The PCP has statutory responsibilities as to the handling and determination of certain complaints made against the PCC and DPCC. Approval is sought from the Panel to delegates its functions to the Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council (the PCP's Host Authority), who must consult with the Chair, Vice Chair and one Independent Member (subject to availability) in determining the types of complaints received, and the strategy for managing complaints for local resolution and the Panel's final resolution of complaints.
- 4.2 There are 3 different categories of complaints:
- 4.3 A Complaint - a general complaint about the PCC or DPCC that is not a Conduct Matter or a Serious Complaint, or is a complaint that is referred to the PCP by the IPCC or a police force. The PCP is responsible for the informal resolution of these complaints.
- 4.4 A Conduct Matter - a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct Matters can arise without a complaint being made (for example, press stories). The PCP must notify the IPCC of Conduct Matters. The IPCC are responsible for considering all Conduct Matters.
- 4.5 A Serious Complaint - a complaint about the conduct of the PCC or DPCC, which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. The PCP must notify the IPCC of Serious Complaints. The IPCC are responsible for considering all Serious Complaints.

5. CONSULTATION

- 5.1 Consultation has been carried out with the Chair of the North Wales Police and Crime Panel.

6. RESOURCE IMPLICATIONS

- 6.1 The Home Office provides funding to the host Local Authority for administering a Police and Crime Panel.

7. RISK

- 7.1 The PCP will be unable to carry out its statutory duties without an effective complaints procedure in place.

8. PUBLICATION

- 8.1 The Complaints Procedure and a register of recorded complaints will be published on the PCP's website.

9. REASON(S) FOR RECOMMENDATION(S)

- 9.1 To establish a complaints procedure in order for the PCP to carry out its statutory responsibilities.



COMPLAINTS PROCEDURE: NORTH WALES POLICE AND CRIME COMMISSIONER AND NORTH WALES DEPUTY POLICE AND CRIME COMMISSIONER

1. Introduction

- 1.1 This procedural note details the complaints procedure relating to the North Wales Police and Crime Commissioner (PCC) and the North Wales Deputy Police and Crime Commissioner (DPCC). The note is based on the provisions of the Police Reform and Social Responsibility Act 2011, the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011 and the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012.

2. Role of the North Wales Police and Crime Panel

- 2.1 The North Wales Police and Crime Panel (“the Panel”) has statutory responsibilities as to the handling and determination of certain complaints made against the PCC and DPCC. The Panel has delegated its functions to the Strategic Director (Democracy, Regulation and Support) (“the Strategic Director”) at Conwy County Borough Council (the North Wales Police and Crime Panel’s Host Authority) who must consult with the Chair, Vice Chair and one Independent Member (subject to availability) of the North Wales Police and Crime Panel in determining type of complaints received and the strategy for managing complaints for local resolution and the Panel’s final resolution of complaints.

3 Overview

- 3.1 In practice, it will be the Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council who will make decisions about the management and resolution of complaints in consultation with the Chair. The Chief Executive to the Office of the North Wales Police and Crime Commissioner (OPCC) will be consulted on the strategy for determining whether complaints will be considered by the Panel, the OPCC or referred to the Independent Police Complaints Commission (IPCC).
- 3.2 Appendix 1 provides a flowchart of the complaints process.
- 3.3 For more information about the complaints procedure, please contact Conwy County Borough Council on 01492 576061 or email pcc.complaints@conwy.gov.uk

4. Timescales

- 4.1 The Strategic Director (Democracy, Regulation and Support) will acknowledge receipt of a complaint within 5 working days and will attempt to resolve a general complaint that is not a Conduct Matter or a Serious Complaint within 40 working days.
- 4.2 The IPCC have their own timescales for dealing with Conduct Matters and Serious Complaints.

5. Types of Complaints

There are 3 different categories of complaints:

- 5.1 A Complaint - a general complaint about the PCC or DPCC that is not a Conduct Matter or a Serious Complaint, or is a complaint that is referred to the Panel by the Independent Police Complaints Commission or a police force. The Panel is responsible for the informal resolution of these complaints.
- 5.2 A Conduct Matter - a matter where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct Matters can arise without a complaint being made (for example, press stories). The North Wales Police and Crime Panel must notify the IPCC of Conduct Matters. The IPCC are responsible for considering all Conduct Matters.
- 5.3 A Serious Complaint - a complaint about the conduct of the PCC or DPCC, which constitutes or involves, or appears to constitute or involve the commission of a criminal offence. The North Wales Police and Crime Panel must notify the IPCC of Serious Complaints. The IPCC are responsible for considering all Serious Complaints.

6. Evidence for Conduct Matters and Serious Complaints

- 6.1 The difference between a Conduct Matter and a Serious Complaint is the level of evidence present in the complaint or other circumstances (eg. press reports) as to whether a criminal offence has potentially been committed by the PCC or the DPCC. It is not for the Panel to determine whether a criminal offence has been committed, only to make a judgement as to whether a complaint should be considered a Conduct Matter or Serious Complaint.

7. Making a Complaint about the North Wales Police and Crime Commissioner or the North Wales Deputy Police and Crime Commissioner

- 7.1 Complaints about the PCC or DPCC should be addressed to the Strategic Director (Democracy, Regulation and Support), Conwy County Borough Council, Bodlondeb, Conwy, LL32 8DU or email pcc.complaints@conwy.gov.uk.

- 7.2 Complaints can also be sent to the PCC, DPCC, Chief Executive to the Office of the North Wales Police and Crime Commissioner or Chief Constable. All are contactable at the following address, Office of the North Wales Police and Crime Commissioner, North Wales Police Headquarters, Glan y Don, Colwyn Bay, Conwy LL29 8AW or Phone/Fax 01492 805486.
- 7.3 Complaints can be sent directly to the Independent Police Complaints Commission, PO Box 473, Sale, M33 0BW or email enquiries@ipcc.gsi.gov.uk

8. Receipt of Complaints

- 8.1 Complaints relating to the North Wales PCC and DPCC, which are received by the PCC, DPCC, Chief Executive to the Office of the North Wales Police and Crime Commissioner or Chief Constable must be sent to the Strategic Director at Conwy County Borough Council as soon as practicable.
- 8.2 Upon receipt of a complaint, the Strategic Director will check that the complaint relates to either the PCC or the DPCC. If the complaint relates to a person other than the PCC or DPCC the complaint will be forwarded to the appropriate office and the complainant informed.

9. Determining Type of Complaint

- 9.1 The Strategic Director will consult the Chief Executive and the Chair, Vice Chair and one Independent Member to determine the type of complaint; namely, a complaint for local resolution by the Panel or whether the complaint should be considered a 'Conduct Matter' or 'Serious Complaint' and referred to the IPCC for determination.
- 9.2 If the complaint is considered to be a complaint for local resolution (in whole or part) the complainant will be notified of that fact and provided with an explanation of the action the Panel intend to take; the Panel will also inform the Chief Executive. Likewise, if the complaint is considered to be a 'Conduct Matter' or 'Serious Complaint' it will be referred to the IPCC for determination and the complainant notified.

10. The Recorded Complaints and Conduct Matters Register

- 10.1 If the complaint relates to the PCC or DPCC the complaint will be registered in the 'Recorded Complaints and Conduct Matters Register'.
- 10.2 The Recorded Complaints and Conduct Matters Register is used to record the following information; a summary of the complaint, the category of complaint (Complaint, Conduct Matter or Serious Complaint), the date of receipt, an indication of intended action on the Complaint and any other information deemed relevant.

10.3 If any of the following exceptions apply, it is not necessary to record a Conduct Matter:

- The matter has already been recorded as a complaint; or
- The matter has or is being dealt with by means of criminal proceedings against the PCC or DPCC.

10.4 If the IPCC becomes aware of a Conduct Matter that has not been recorded by the Panel, the IPCC may direct the Panel to record the complaint.

10.5 If any of the following exceptions apply, it is not necessary to record a Complaint:

- If it has been or is currently being dealt with by criminal proceedings: this will normally be the case where the Police have formally charged the person complained about or information alleging an offence has been laid before a magistrate's court; or
- The Complaint has been withdrawn.

10.6 If recorded (in whole or part) the Panel will notify the complainant of that fact and provide information about the next steps to be taken in relation to the Complaint. Likewise, the complainant will be informed of the decision not to record the Complaint and not to take any further action, the grounds on which that decision was made and whether the decision relates to all or part of the Complaint.

10.7 The Panel will also inform the Chief Executive to the Office of the North Wales Police and Crime Commissioner.

11. Requiring More Information Before Recording a Complaint

11.1 Where the Strategic Director considers more information is required in order for a complaint to be considered, he/she may ask the complainant for additional information.

11.2 A decision will then be made whether to record the complaint in the Recorded Complaints and Conduct Matters Register and how the complaint will be progressed.

12. Complaints Made to the PCC and DPCC and Preservation of Evidence

12.1 Where a complaint is made directly to the PCC and/or DPCC, both are under a statutory duty to take all such steps as appears to them to be appropriate for obtaining and preserving evidence in relation to the complaint in question. In discharging this duty they shall take such steps as a reasonable person would consider appropriate in the circumstances to obtain and preserve evidence, and in any event shall comply with any requests of the Panel.

12.2 By no later than the end of the day following the day on which the complaint was made to them, the PCC and/or DPCC must notify the Panel in writing (either by letter or email) of the Complaint (including a copy of the complaint) and provide details of the steps they have taken to preserve such evidence, including its location and in whose custody it is.

13. Complaints Made to a Member of the Police and Crime Panel

13.1 Any complaint addressed to any member of the Panel should be immediately directed to the Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council, Bodlondeb, Conwy, LL32 8DU or email pcc.complaints@conwy.gov.uk along with any other available information that is relevant to the complaint.

14. Complaints Made to the Chief Constable of the North Wales Police

14.1 Where a complaint is made to the Chief Constable of the North Wales Police, it is the duty of the Chief Constable to give notification of the complaint to the Panel.

15. Complaints Made to the Independent Police Complaints Commission (IPCC)

15.1 When a complaint is made to the IPCC, it is the duty of the IPCC to notify the Panel, unless the IPCC considers that there are exceptional circumstances to justify the notification not being given.

16. Complaints Made against the Chief Constable of the North Wales Police

16.1 The North Wales PCC shall inform the Panel of any complaints made against the Chief Constable of the North Wales Police.

16. Conduct Outside England and Wales

16.1 The North Wales PCC and DPCC shall inform the Panel of any allegation, investigation or proceedings in relation to their conduct, which does not amount to a Conduct Matter (as outlined above) only because the conduct in question did not occur in England or Wales. The Panel may deal with any such instances in whatever manner the Panel considers fit.

17. Conduct Matters Arising from Civil Proceedings

17.1 Where the Panel receives notification that civil proceedings involving a Conduct Matter have been brought against the North Wales PCC or DPCC by a member of the public, or it appears that proceedings are likely to be brought, the Panel shall record the matter and consider it as a complaint.

18. The Panel's Duty to Obtain and Preserve Evidence

18.1 When a complaint comes to the attention of the Panel, it is under a duty to secure that all steps as appropriate are taken for obtaining and preserving evidence in relation to the complaint in question.

19. No Action on a Recorded Complaint

19.1 If the Panel considers that a Recorded Complaint for local resolution is one which requires no action should be taken, or it falls within the circumstances set out below, then the Panel may handle the complaint in whatever manner it thinks fit.

19.2 The types of Recorded Complaint that may be dealt with in this way are:

- Where more than twelve months have elapsed since the incident and there is no reason for the delay, or injustice would be caused by it;
- The matter has already been the subject of a complaint;
- The Complaint is anonymous;
- The Complaint is vexatious, oppressive or otherwise an abuse of the procedures; or
- The Complaint is repetitious. A "repetitious complaint" is one which is the same or substantially the same as a previous complaint, or concerns the same conduct as a previous conduct matter, contains no fresh allegations which affect the account of the conduct complained of, or no fresh evidence (being evidence not reasonably available at the time the previous complaint was made and in respect of which a previous determination or withdrawal of complaint has been made).

19.3 The Panel must notify the complainant that it has decided to handle the Recorded Complaint by taking no further action; the Panel will also inform the Chief Executive.

19.4 Where a complaint is considered vexatious, the Host Authority will apply its own policy for dealing with such complaints.

20. Call in by IPCC

20.1 The Panel must refer a Recorded Complaint to the IPCC if it is notified that the IPCC itself requires the complaint to be referred to the IPCC.

21. Referral of Complaints and Conduct Matters to the IPCC

21.1 Where a Recorded Complaint or Recorded Conduct Matter is to be referred to the IPCC then the Panel shall do so as soon as is practicable, and in any event no later than the end of the day, following the day on which it becomes clear to the Panel that the Complaint or Conduct Matter is one that should be referred to

the IPCC. The details in the Register will be made available to the IPCC together with such other information as the Panel considers appropriate.

- 21.2 On referring a Recorded Complaint to the IPCC, the Panel must notify the complainant and the person complained about of the referral, unless it appears to the Panel that notifying the PCC or DPCC might prejudice a possible future investigation.

22. Referral of Complaints and Conduct Matters from the IPCC to the Panel

- 22.1 Where the IPCC determines that it is not necessary for it to investigate a Recorded Serious Complaint, it may refer the complaint back to the Panel who must deal with the referral in a manner that is considered appropriate within this Complaints Procedure. The IPCC will notify the complainant and the PCC or DPCC complained against about this decision.

- 22.2 The IPCC, where it determines that it is not necessary for it to investigate a Recorded Conduct Matter, may refer the matter back to the Panel who may deal with it in a manner that is considered appropriate within this Complaints Procedure. The IPCC will notify the PCC or DPCC complained against about this decision.

23. Withdrawal of Complaints

- 23.1 If the Panel receives a notification that the complainant wishes to withdraw their complaint, signed either by them or their solicitor or other acting on their behalf, then the complaint shall cease to apply subject to the following:

- If the Recorded Complaint is with the IPCC, the Panel must notify the IPCC that it has recorded the withdrawal of the complaint.
- In the case where the IPCC has referred the Recorded Complaint to the Panel, it must consider whether it is in the public interest for the complaint to be treated as a Conduct Matter (notwithstanding the complaint's withdrawal) and shall notify the IPCC accordingly.

- 23.2 In respect of a Recorded Complaint, which has not been notified to the IPCC, the Panel must determine whether it is in the public interest for the complaint to be treated as a Conduct Matter despite the complainant's withdrawal of it. The Panel shall notify the PCC or DPCC complained about, of the recording of a withdrawal of the Recorded Complaint and whether he/she has decided to treat it as a Recorded Conduct Matter notwithstanding, and shall amend the Register accordingly.

- 23.3 The IPCC, on receiving notification of withdrawal from the Panel of a Recorded Complaint referred to it, shall determine whether it is in the public interest for the complaint to be treated as a Recorded Conduct Matter and notify the Panel, who shall notify the complainant and amend the Register accordingly.

The Regulations also contain provisions for contacting the complainant if they indicate they wish to withdraw their Recorded Complaint, but have not signed the withdrawal request.

- 23.4 If the IPCC refers a matter back to the Panel, in the case of a Recorded Complaint it shall be dealt with in accordance with the Informal Resolution procedure outlined below and, in the case of a Recorded Conduct Matter in such manner as the Panel may determine.

24. Informal Resolution of Complaints by the Panel

- 24.1 A Recorded Complaint against the PCC and/or a DPCC shall be dealt with by the Panel by way of informal resolution.
- 24.2 Informal resolution is considered to be encouraging, facilitating, or otherwise assisting in the resolution of the complaint otherwise than by legal proceedings.

25. Delegation of Informal Resolution Complaints

- 25.1 The Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council will be responsible for undertaking the process of informal resolution. In doing so the Chair must be consulted about the proposed local resolution strategy and the proposed outcome of the complaint.

26. Further Information

- 26.1 The procedure for informal resolution shall not include a formal investigation of the complaint, but documents in relation to the complaint and meetings with the person complained against may be requested. In attempting to secure resolution of the complaints, the Panel will consider whether further information/clarification/explanation is required and/or whether any actions are required.

27. Resolved Complaints

- 27.1 Where it appears to the Panel that a Recorded Complaint against the PCC and/or DPCC had in fact already been satisfactorily dealt with at the time it was brought to their notice, the Panel may, subject to any further representations, treat it as having been resolved.

28. Apologies

- 28.1 The Panel may seek informally to resolve a complaint by securing an apology from the PCC or DPCC to the complainant, either directly or indirectly. The Panel shall not, however, tender on behalf of the person complained against an apology for the conduct, unless the person complained against has agreed to the issue of an apology.

29. Consultation on Draft Decisions

- 29.1 The Panel shall, prior to making a final decision that a complaint has already been resolved, give the complainant and the person complained against an opportunity to comment on the proposed decision.
- 29.2 Where the person complained against chooses not to comment on the complaint, the Panel shall record this fact in writing.

30. Final Resolution

- 30.1 Where a Recorded Complaint has been subjected to informal resolution, the Panel shall as soon as practicable make a record of the outcome of the procedure and send a copy of that record to the complainant and the person complained against.
- 30.2 The Panel shall not publish any part of any such record unless it:
- Has given the complainant and the person complained against the opportunity to make representations in relation to the proposed publication; and
 - Has considered any such representations, and is of the opinion that publication is in the public interest.
- 30.3 In cases where the Panel upholds a Recorded Complaint, it has no legal powers to apply formal sanctions other than to provide an opinion on the conduct of the office-holder concerned.

31. Record Keeping and Provision of Information

- 31.1 The Panel shall keep records of every complaint and purported complaint made or received; every conduct matter recorded by the Panel arising from civil proceedings or otherwise coming to the attention of the Panel; and every exercise of a power or performance of a duty under the Regulations.

32. Annual Reporting of Complaints

- 32.1 The Panel shall receive a report at least annually detailing a summary of each complaint (such as can be reported in public) and the exercise of its functions for monitoring purposes.

Date Approved:

FLOWCHART OUTLINING THE COMPLAINTS PROCESS

Where to send your complaint

All complaints relating to the North Wales Police and Crime Commissioner (PCC) and Deputy Police and Crime Commissioner (Deputy PCC) should be sent to the Strategic Director (Democracy, Regulation and Support) at Conwy County Borough Council. If a complaint relates to a person other than the PCC or Deputy PCC then the complaint will be referred to the appropriate office and the complainant informed accordingly.



Determining type of complaints

The North Wales Police and Crime Panel has delegated its functions to the Strategic Director at Conwy County Borough Council, who must consult with the Chair, Vice Chair, one Independent Member of the Panel and the Chief Executive of the Office of the North Wales Police and Crime Panel in determining the type of complaints received and the strategy for managing complaints for local resolution.



TYPES OF COMPLAINTS

General Complaint

A complaint, which relates to the PCC or Deputy PCC that is not a conduct matter or serious complaint, or a complaint that ceases to be investigated by the IPCC.

Conduct Matter

A complaint where there is an indication (whether from the circumstances or otherwise) that the PCC and/or DPCC may have committed a criminal offence. Conduct Matters can arise without a complaint being made (for example, press stories).

Serious Complaints

A complaint about the conduct of the PCC or Deputy PCC, where there is evidence that constitutes or appears to constitute or involves the commission of a criminal offence.



A general complaint for local resolution will be referred to the North Wales Police and Crime Panel and entered in the Recorded Complaints and Conduct Matters Register. The complainant will be notified of this and provided with an explanation of the action the Panel intend to take.



A complaint considered a Conduct Matter will be referred to the Independent Police Complaints Commission (IPCC) for consideration and entered in the Recorded Complaints and Conduct Matters Register. The complainant will be notified of this action.



A complaint considered as a Serious Complaint will be referred to the Independent Police Complaints Commission (IPCC) for consideration and entered in the Recorded Complaints and Conduct Matters Register. The complainant will be notified of this action.



REPORT TO:	North Wales Police and Crime Panel
DATE:	4 June 2013
CONTACT OFFICER:	Ken Finch, Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council
SUBJECT:	Member Allowances and Expenses

1. PURPOSE OF THE REPORT

- 1.1 To consider whether the Panel Arrangements for the North Wales Police and Crime Panel should make provision for the payment of allowances to members of the Panel.
- 1.2 Any payment of allowances will need to be reflected in the Panel Arrangements and the Home Office will need to agree any changes to these arrangements.

2. EXECUTIVE SUMMARY

- 2.1 The Government has committed to cover the costs of maintaining the Police and Crime Panels and host Authorities for a Police and Crime Panel can receive annually up to:
 - £53,300 for costs of administering Panels;
 - £5,715 for Welsh language translation costs for Welsh Panels; and
 - £920 for expenses per member
- 2.2 From the figures above, currently £920 (£460 for 2012/13) is available annually per panel member for expenses (to include allowances should an allowance be payable).
- 2.3 Currently, the Panel Arrangements for the North Wales Police and Crime Panel do not provide for payment of any allowance, only for expenses and subsistence incurred by members of the Panel in the course of their duties. Any expenses or subsistence is paid in accordance with Independent Remuneration Panel for Wales's reimbursement of expenses – "Travel allowance" and "Subsistence allowance" rates, as amended.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 That the North Wales Police and Crime Panel considers whether the Panel Arrangements should make provision for the payment of allowances to panel members.

4. BACKGROUND INFORMATION

- 4.1 The North Wales Police and Crime Panel Arrangements do not provide for the payment of allowances to Elected Members or Co-opted Members of the Panel. The Act, however, does provide that Panel Arrangements may make provision for the payment of allowances to panel members.

- 4.2 Whilst no overall figures are available, a number of Police and Crime Panels across England and Wales do pay allowances, however there appears to be no consistent approach. There are examples where there is no payment of allowances; all Panel members receive an allowance; the Chair and Vice Chair only receive an allowance; and Co-opted Members only receive an allowance.

- 4.3 Three of the four Welsh Police and Crime Panels pay allowances as follows:-

Dyfed Powys Police and Crime Panel - Panel Members receive payments in recognition of the time devoted to their work associated with and in attending meetings, including incidental expenses. Payments are made via a daily fee of £198 (£99.00 for a half day), which are capped at a maximum of the equivalent of 5 full days a year.

Gwent Police and Crime Panel - Panel Members are paid a daily rate fee and are capped at 6 days per year, per panel member. The daily rate fees as at September 2012 are as follows:

- Chair of the Gwent Police and Crime Panel - £256.00 per day
- Member of the Gwent Police and Crime Panel - £198.00 per day

In addition, Members of the Gwent Police and Crime Panel are entitled to claim travel allowances for approved duties. The rates of travel will be the same as those determined by the Independent Remuneration Panel for Wales for Members of Local Authorities.

- 4.4 **South Wales Police and Crime Panel** - For 2013/14 and subject to Home Office approval, any allowance will be paid, subject to a member's attendance at meetings/training, etc up to a maximum of 5 events/meetings per year, at an amount of £184 each time.

This allowance payment is referred to as a "general allowance" and entitles the panel member to a maximum payment of £920.00 (i.e. 5 x £184) for the year and if members receive this general allowance, there is no additional payment for travel expenses/subsistence. Alternatively, those members who do not wish to receive a general allowance, may opt out and claim travel expenses/subsistence in the usual way.

- 4.5 Whilst the Independent Remuneration Panel for Wales has no powers in respect of Police and Crime Panels, its determinations have been used as a basis for the payment of any expenses. Any payment of allowances will need to be reflected in the Panel Arrangements and the Home Office will need to agree any changes to the arrangements.

5. CONSULTATION

- 5.1 Consultation has been carried out with the Chair of the North Wales Police and Crime Panel.

6. RESOURCE IMPLICATIONS

- 6.1 The Home Office provides funding to the host Local Authority for a Police and Crime Panel, who can receive annually up to:

- £53,300 for costs of administering Panels;
- £5,715 for Welsh language translation costs for Welsh Panels; and
- £920 for expenses per member

7. RISK

- 7.1 There is no apparent risk to the Panel in relation to considering this report.

8. PUBLICATION

- 8.1 The expenses of the Panel will be published on an annual basis.

9. REASON(S) FOR RECOMMENDATION(S)

- 9.1 To seek clarification on the payment of allowances to members of the North Wales Police and Crime Panel.



REPORT TO:	North Wales Police and Crime Panel
DATE:	4 June 2013
CONTACT OFFICER:	Ken Finch, Strategic Director (Democracy, Regulation and Support) – Conwy County Borough Council
SUBJECT:	Review of membership of the Police and Crime Panel

1. PURPOSE OF THE REPORT

- 1.1 To review the analysis of the membership of the North Wales Police and Crime Panel for 2013, taking into account the outcome of the election in Ynys Mon. The Panel's Terms of Reference also has a specific provision for a review to take place within 12 months of the Police and Crime Commissioner Election.

2. EXECUTIVE SUMMARY

- 2.1 The Police and Crime Panel (PCP) consist of ten Elected Members and two Independent Members. The Elected Members of the Panel has a duty to produce a balanced panel. Following a Local Government Election, the Host Authority needs to make recommendations for the achievement of the political balance of the Panel which, in North Wales, takes in to account the application of the d'hondt methodology (which all Local Authorities have agreed to adopt) and then looks at the spread of political groups/groupings across the region.
- 2.2 The PCP also needs to review the appropriateness of the membership within 12 months of the election of the first Police and Crime Commissioner, in line with the provisions within the *Police Reform and Social Responsibility Act 2011* and *The Police and Crime Panel (Nominations, Appointments and notifications) Regulations 2012*. The review of the membership will need to consider the continued requirement for the political balance of the PCP.

- 2.3 The spreadsheets attached at Appendix 1 show that the analysis of seats for each political group remains unchanged at 3 each for Independents and Labour, 2 for Plaid Cymru and 1 each for Conservative and Liberal Democrats. The number of Members to be appointed by each Council also remains unchanged at 2 each for Conwy, Flintshire, Gwynedd and Wrexham and 1 each for Denbighshire and Ynys Mon.
- 2.4 In terms of the allocation exercise, the outcome suggests that the groups/groupings for Flintshire, Gwynedd, Wrexham and Ynys Mon remain as at present, but that Conwy and Denbighshire would have to change their nominated Members from Labour to Independent and Independent to Labour respectively.

3. RECOMMENDATION(S)/OPTIONS

- 3.1 That the North Wales Police and Crime Panel reviews the membership of the Panel as required and considers how the membership complies with the requirement for representation of all parts of the police area and represents the political makeup of the relevant Local Authorities when taken together.
- 3.2 That the suggested outcome in Paragraph 2.4 be approved and once appointed, the membership of the North Wales Police and Crime Panel be submitted to the Home Office for approval.

4. BACKGROUND INFORMATION

- 4.1 The PCP consist of ten Elected Members and two Independent Members. The Elected Members of the Panel shall, as far as practical, reflect the political balance and community demographic of North Wales. Following a Local Government Election, the Host Authority needs to make recommendations for the achievement of the political balance of the Panel which takes in to account the application of the d'hondt methodology (which all Local Authorities have agreed to adopt).
- 4.2 A table using the d'hondt methodology confirms the allocation of the number of seats on the Panel for each Local Authority in North Wales by reference to population. The population figures are those used by the Welsh Government in determining the Revenue Support Grant Settlement of the relevant year.
- 4.3 The table using d'hondt, also confirms the seats for each political grouping across North Wales as a whole and shows the proportions for each political group/grouping as related to each Local Authority.

- 4.4 In terms of the allocation process, the principle of the highest proportion that a political group/grouping has of the overall members for that group/grouping across all of the 6 Local Authorities has been used as the main criteria for the allocation of members.

This suggests an outcome of:

- 2 Plaid Cymru members should come from Gwynedd (53.62%) of overall PC members across North Wales
- 1 Conservative member should come from Conwy (40.00%)
- 3 Labour members should come from Flintshire (34.83%), Wrexham (25.84%) and Denbighshire (20.22%)

- 4.5 This leaves the 3 Independent Members to be appointed which, by the process of elimination based on suggested outcome above, would come from Conwy, Wrexham and Ynys Mon.

- 4.6 The outcome suggests that the groups/groupings for Flintshire, Gwynedd, Wrexham and Ynys Mon remain as at present, but that Conwy and Denbighshire would have to change their nominated Members from Labour to Independent and Independent to Labour respectively.

5. CONSULTATION

- 5.1 Consultation has been carried out with the Chair of the North Wales Police and Crime Panel and with the Chief Executives of the six North Wales Local Authorities. They have not raised any objection to the suggested outcome. The situation has also been explained to the two current members of the PCP who are affected by the suggested outcome. They both understand and accept the explanation.

6. RESOURCE IMPLICATIONS

- 6.1 None.

7. RISK

- 7.1 To comply with the provisions within the *Police Reform and Social Responsibility Act 2011* and *The Police and Crime Panel (Nominations, Appointments and Notifications) Regulations 2012*, a review of the membership is required. If this is not undertaken it could expose the Host Authority to the possibility of a challenge to the PCP's composition and any decisions/actions it takes in the future.

8. PUBLICATION

- 8.1 The membership of the Panel will be published on the North Wales Police and Crime Panel's website, following approval by the Home Office.

9. REASON(S) FOR RECOMMENDATION(S)

- 9.1 To comply with the provisions with the *Police Reform and Social Responsibility Act 2011* and *The Police and Crime Panel (Nominations, Appointments and notifications) Regulations 2012*.

d'hondt - population 2012								
					1	2	3	4
	Population	Proportion	NWPA					
		of Population	Seats					
Ynys Mon	69682	10.13%	1	69682	34841.00	11613.67	2903.42	
Gwynedd	119461	17.36%	2	119461	59730.50	19910.17	4977.54	
Conwy	112666	16.38%	2	112666	56333.00	18777.67	4694.42	
Denbighshire	99213	14.42%	1	99213	49606.50	16535.50	4133.88	
Flintshire	150908	21.93%	2	150908	75454.00	25151.33	6287.83	
Wrexham	136103	19.78%	2	136103	68051.50	22683.83	5670.96	
	688033		10					

d'hondt 2012 Seats								
		Total Seats	Proportion of Total	NWPA Seats	1	2	3	4
Conservative	35	10.54%	1	35	17.50	11.67	8.75	
Labour	88	26.51%	3	88	44.00	29.33	22.00	
Lib Dem	21	6.33%	1	21	10.50	7.00	5.25	
Plaid Cymru	72	21.69%	2	72	36.00	24.00	18.00	
Llais Gwynedd	13	3.92%	0	13	6.50	4.33	3.25	
Independent	103	31.02%	3	103	51.50	34.33	25.75	
	332		10					

2013 Election - Analysis of Seats														
AUTHORITY	Conservative		Independent & Others		Labour		Liberal Democrat		Llais Gwynedd		Plaid Cymru		Total	
		%		%		%		%		%		%		
Ynys Mon	0	0.00	14	13.08	3	3.37	1	5.26	0	0.00	12	17.39	30	
Gwynedd	0	0.00	18	16.82	4	4.49	2	10.53	14	100.00	37	53.62	75	
Conwy	14	40.00	18	16.82	10	11.24	5	26.32	0	0.00	12	17.39	59	
Denbighshire	8	22.86	13	12.15	18	20.22	0	0.00	0	0.00	8	11.59	47	
Flintshire	8	22.86	24	22.43	31	34.83	7	36.84	0	0.00	0	0.00	70	
Wrexham	5	14.29	20	18.69	23	25.84	4	21.05	0	0.00	0	0.00	52	
	35		107		89		19		14		69		333	
Seats for PCP	1		3		3		1		0		2		10	

2013 Election - Analysis of Political Groups																	
		YMCC	%	GC	%	CCBC	%	DCC	%	FCC	%	WCBC	%	Total	%		
	Conservative	0	0.00	0	0.00	14	23.73	8	17.02	8	11.43	5	9.62	35	10.51	1.05	1
	Labour	3	10.00	4	5.33	10	16.95	18	38.30	31	44.29	23	44.23	89	26.73	2.67	3
	Lib Dem	1	3.33	2	2.67	5	8.47	0	0.00	7	10.00	4	7.69	19	5.71	0.57	1
	Plaid Cymru	12	40.00	37	49.33	12	20.34	8	17.02	0	0.00	0	0.00	69	20.72	2.07	2
	Llais Gwynedd	0	0.00	14	18.67	0	0.00	0	0.00	0	0.00	0	0.00	14	4.20	0.42	0
	Independent	14	46.67	18	24.00	18	30.51	13	27.66	24	34.29	20	38.46	107	32.13	3.21	3
		30	100	75	100	59	100	47	100	70	100	52	100	333	100	10	10
	Population	69682		119461		112666		99213		150908		136103		688033			
	Proportion	0.10		0.17		0.16		0.14		0.22		0.20		1			
	Seats	1		2		2		1		2		2		10	10		

AGENDA ITEM 8d

Police and Crime Panels

National Training/Development Session

Early July

Mid-Wales Venue

- 10.00** Registration
- 10.30** Welcome and Introduction to the Day - Cllr Brendan Toomey (WLGA Spokesperson for Community Safety, Policing and Fire)
- 10.40** Setting the Scene: The Role of PCPs as set out in legislation - Naomi Alleyne (WLGA Director Equalities and Social Justice)
- 11.00** Experiences from England and Wales: LGA - (Mark Norris/Chris Williams tbc)
- 11.30** Workshops: Lessons Learnt - Introduction to Session by Voirrey Manson
- 12.15** Feedback
-
- 12.30** Lunch
-
- 13.15** IPCC: The Complaints Process
- 13:55** Workshops: Maximising Opportunities – Introduction to Session by Voirrey Manson
- 14:40** Feedback
- 14:55** Moving Forward: Support Needed by PCPs in Wales – Voirrey Manson
- 15.15** Closing Remarks – Cllr B Toomey
- 15:20** CLOSE

POLICE AND CRIME PANEL
PANEL HEDDLU A THROSEDD



NORTH WALES POLICE AND CRIME PANEL

FORWARD WORK PROGRAMME

MAY 2013

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

Date	Subject	Responsible Officer (including e-mail address)
4 Jun 2013	Periodic Update from the Police and Crime Commissioner To receive an update on the work of the Commissioner since the last meeting	Winston Roddick, Police and Crime Commissioner
4 Jun 2013	Annual Report from the Police and Crime Commissioner To receive the Commissioner's annual report (November 2012 to May 2013)	Winston Roddick, Police and Crime Commissioner
4 Jun 2013	Confirmation Hearing for the Chief Finance Officer To review the Police and Crime Commissioner's proposed appointment of the Chief Finance Officer	Winston Roddick, Police and Crime Commissioner
4 Jun 2013	Complaints Procedure To consider an appropriate complaints procedure for the North Wales Police and Crime Panel.	Ken Finch, Strategic Director (Democracy, Regulation and Support) ken.finch@conwy.gov.uk
4 Jun 2013	Member Allowances and Expenses To consider amending the North Wales Police and Crime Panel's arrangements in relation to the payment of member allowances.	Ken Finch, Strategic Director (Democracy, Regulation and Support) ken.finch@conwy.gov.uk
4 Jun 2013	Review of Membership of the North Wales Police and Crime Panel Within 12 months of the election of the first Police and Crime Commissioner for North Wales, the Panel shall review the appropriateness of the Members in line with provisions within the Police Reform and Social Responsibility Act and the Police and Crime Panel (Nominations, Appointments, Notifications) Regulations 2012. The review of the membership will consider the continued requirement for the political balance of the Panel.	Ken Finch, Strategic Director (Democracy, Regulation and Support) ken.finch@conwy.gov.uk

Date	Subject	Responsible Officer (including e-mail address)
August 2013	Confirmation Hearing for Deputy Police and Crime Commissioner To review the Police and Crime Commissioner's proposed appointment of a Deputy.	Winston Roddick, Police and Crime Commissioner
9 Sep 2013 11 Nov 2013 17 Mar 2014	Police and Crime Plan - Review of Progress To review progress against the implementation of the Police and Crime Plan: 11/09/13 - Quarter 1 11/11/13 - Quarter 2 17/03/14- Quarter 3	Winston Roddick, Police and Crime Commissioner
16 Dec 2013	Proposed Precept 2014/15 To consider the proposed precept for 2014/15 <i>(The date of this meeting will be finalised pending confirmation of the timetable for establishing a precept for 2014/15)</i>	Winston Roddick, Police and Crime Commissioner
16 Dec 2013	Draft Budget for the Police Service for 2014/15 To consider the budget for the Police Service for 2014/15	Winston Roddick, Police and Crime Commissioner
16 Dec 2013	Draft Budget for the Office of the Police and Crime Commissioner for 2014/15 To consider the draft budget for the Office of the Police and Crime Commissioner for 2014/15.	Winston Roddick, Police and Crime Commissioner

Date	Subject	Responsible Officer (including e-mail address)
Future Items		
	<p>Future Member Training and Development Members are requested to consider what training and development opportunities they would like. The following list is not exhaustive, but provides training options for consideration:</p> <ul style="list-style-type: none"> • Police Finance, includes setting the precept • Role of the Police and Crime Commissioner • Police Performance Management • Strategic Policing Requirement • Complaints • Community Safety Partnerships • Collaboration • Local Criminal Justice Board • Appointments 	<p>Ken Finch, Strategic Director (Democracy, Regulation and Support) ken.finch@conwy.gov.uk</p>