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



Police and Crime Plan 2021-2024



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Foreword by PCC

My name is Andy Dunbobbin. In May 2021 I was elected to be the Police and Crime Commissioner for North Wales. My job is to make sure that the people of North Wales have the best police service possible.

I delivered a clear vision for a safer North Wales during my election campaign through my manifesto. It is the vision the public voted for, it is the vision contained within this plan, and it is the vision I will work hard to deliver on behalf of our communities. In that manifesto I set out my Community Oriented Police Service (COPS) approach which I believe will serve all our communities across North Wales well, not only as we come out of the pandemic, but also as we look ahead to the future.

I have been heartened to find that Neighbourhood Policing in North Wales Police is very much a priority and will remain so. Significant investment has been made into the Neighbourhood Policing model and the focus is very much on preventing crime, something which I fully endorse. As stated within this Plan, **neighbourhood policing is the bedrock of this Plan and the foundation upon which all other priorities will be delivered.**

As your PCC I will be your voice standing up for victims and communities in the policing and criminal justice system. I am determined to work with our partners to safeguard the most vulnerable members of our society including those targeted

by merciless serious and organised crime groups. I am rooted in the community. I will be the bridge that connects North Wales Police with our communities across North Wales.

As an experienced local Councillor, an Armed Forces Champion and a Social Innovation Outreach Worker, I have an innovative approach in how to work alongside the Chief Constable and ensure North Wales is the safest place in the UK. In the short time since being elected I have already been exploring many opportunities with third sector agencies and statutory partners. I have met with Betsi Cadwaladr University Health Board about working together on a mental health initiative, developing PACT further and making tentative enquiries about sourcing other forms of funding for police initiatives.

This is my first Police and Crime Plan. It is being written at a time when we are still recovering from the Covid-19 pandemic. 2020 was a year like no other. Not only for our communities in North Wales, but the whole of the UK. And as a community of North Wales, we stood up and supported each other through these tough times. It is this spirit of community that makes me proud to be the North Wales Police and Crime Commissioner.

I am determined to ensure North Wales Police work effectively with its partners to deliver an even better service and more people feel safe and have confidence in their police force. How I intend

to do that, with the support of our partners, is contained in this Plan. I have written this Plan with your help and I am grateful to the hundreds of people that completed my survey and those that I have had the opportunity to meet since being elected.

I have listened to what the public want. I have listened to the concerns of the business community. I have listened to the voluntary sector that works so hard to support us. I have listened to the police officers and staff who carry out their roles with utmost professionalism and dedication. And of course I have listened to the Chief Constable and his senior officers. I have also consulted our statutory partners. I have also taken into account the findings of the national strategic assessment and the local assessment carried out by North Wales Police.

This Police and Crime Plan covers my three year term as Commissioner. I will closely monitor how North Wales Police and our partners deliver against the priorities outlined here. This Plan is flexible and will evolve as we continue to recover from Covid-19. I look forward to seeing effective partnership working in the years ahead to deliver these priorities.



SHAPING THE PLAN

MY PLAN

My plan sets out my vision for North Wales and how I expect the vision to be achieved. It is informed by public consultation and

MY VISION

North Wales communities are safe, victims and vulnerable people feel supported, crime and reoffending are low, and people have confidence in policing and the criminal justice system

MY PRIORITIES

DELIVERING SAFER NEIGHBOURHOODS

- Tackle and prevent rural and wildlife crime
- Improve the efficiency and effectiveness of police officers and police staff
- Improve Road safety

SUPPORTING VICTIMS AND COMMUNITIES

- Tackle and prevent domestic abuse and sexual violence
- Safeguard vulnerable people including children
- Tackle and prevent cybercrime
- Establish a victims panel
- Tackle and prevent Hate Crime

FAIR AND EFFECTIVE CRIMINAL JUSTICE SYSTEM

- Introduce a North Wales Female Offender Strategy
- Increase the use of Restorative Justice
- Support and protect children and young people and divert them away from the Criminal Justice System
- Address the root causes of offending and support the rehabilitation of people who have offended

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OUTCOMES

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported and safe
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

I am setting some Key Performance Questions as measures for success which will help to determine whether these outcomes are being achieved. I will use a range of qualitative and quantitative measures to answer these questions, and will provide progress updates against the outcomes to the Police and Crime Panel which will also be published on my website.

1. How safe are our communities?
2. How well are we preventing and reducing crime?
3. How well are victims supported to cope and recover, and engage in the criminal justice system?
4. How well are vulnerable people supported?
5. How well are we reducing reoffending?
6. How well are we rehabilitating people who have offended?
7. How confident are people in the Criminal Justice System?
8. How confident are people in North Wales Police?



Police and Crime Plan 2021-2024

PRIORITY AREA

Delivering safer neighbourhoods

TACKLE AND PREVENT RURAL AND WILDLIFE CRIME

WHY IS THIS A PRIORITY?

The scale, cost, social impact and other effects of crime in rural areas are often underestimated, under-reported and not fully understood. Behind these headlines are personal stories from people in rural areas of disrupted businesses, physical threats, emotional upset and cruelty. We know from research that mental health in our rural communities also presents significant challenges for all agencies and collectively we must ensure appropriate support for those who need it.

Farms are family homes as well as businesses. Knowing your farm is being watched and potentially targeted by criminal gangs can lead to long-term anxiety and emotional health issues for people living and working in our rural communities of North Wales. In addition, wildlife, equine and livestock crimes can bring great pain and suffering to farm and wild animals, and in the worst cases the animals lose their lives.

Particular challenges exist in tackling other crime types when perpetrated in rural areas, for example, drug dealing, domestic abuse and burglary, which very often present different demands to incidents in urban areas.

Providing services across large, sparsely populated geographical areas can also be more costly than in urban areas, and as resources continue to come under pressure, this is becoming even more challenging. I am committed to ensuring that the voice of the countryside is heard and the personal, social and economic costs of crime and anti-social behaviour are fully understood and acted upon.

Rural areas typically tend to be safer, but I believe the impact of crime is often greater on victims in the countryside due to their remote and isolated locations, making them feel more vulnerable and concerned. As your Police and Crime Commissioner I'm fully committed to ensuring people and businesses in our rural communities receive their fair share of our regions policing resources and I am reassured that the Chief Constable will consider this when he decides on operational policing matters across North Wales.

WHAT WILL I DO?

- Work together with our farming unions and key partners to ensure effective policing in our rural communities.
- Explore with partners the potential of funding further research into farm and other rural crime, and how this may be linked to organised criminal networks
- Support the ongoing vital work of our dedicated Rural Crime Team.

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How confident are people in North Wales Police?



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IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF POLICE OFFICERS AND POLICE STAFF

WHY IS THIS A PRIORITY?

During my election campaign, residents across North Wales told me they don't see any police officers anymore. **The number one priority for communities is to improve visible policing:** providing reassurance, gathering intelligence and disrupting criminal activity. Local Neighbourhood Policing Teams (NPT's) provide the visibility and reassurance but are also widely regarded as being an invaluable source of intelligence to tackle the most serious and organised criminality. The work of our Regional Organised Crime Unit (ROCU) and the Wales Extremism and Counter Terrorism Unit (WECTU) relies heavily on the local intelligence NPT's provide. **Neighbourhood policing is the bedrock of this Plan.**

In order to tackle issues ranging from drug dealing in our towns to rural crime on our farms, it's imperative that all our North Wales communities have positive relationships and experiences with their local police, helping break down existing barriers and empowering residents to have their say on where we as a service should be focusing our efforts.

In addition to increasing the number of officers in our communities, I am also committed to working with the Chief Constable in improving the digital support available to our current officers and staff thereby increasing the amount of time they spend in the community.



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Police and Crime Plan 2021-2024

WHAT WILL I DO?

- Over my three year term in office, increase the number of police officers and staff
- Provide technology solutions to support our teams in fighting crime and safeguarding our communities
- To provide our workforce with the digital tools and equipment to work effectively

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Greater choice of contact methods for the public leading to improved engagement and satisfaction
- Improved efficiency in contact processes, promoting the most efficient and effective means of contact for the Force and for our communities
- Ability to capture evidence and information digitally from the public thereby improving efficiency and supporting the investigation process
- Allow citizens to engage with the Force through digital channels that suit their needs
- Greater flexibility and agility in terms of working location and environment
- Increased visibility of operational policing resources to increase public confidence
- Increased engagement with the public and ability to easily publish positive messages and updates

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How confident are people in North Wales Police?

IMPROVE ROAD SAFETY

WHY IS THIS A PRIORITY?

Too many people are dying or being seriously injured on our roads. Tackling road safety needs education and awareness raising for all road users, as well as engineering to make existing roads safer and proper road design that encourages safety on new and regeneration projects. Welsh Government is making a record £75m investment in Active Travel next year. I will work with Welsh Government and local authorities to ensure that funding is used effectively in North Wales. I will ensure that appropriate enforcement is supported so that those that cause the most danger on our roads understand that it will not be tolerated. Criminals and organised crime groups use the road network to go about their business, so I will also target those doing so to deny them use of the roads and prevent exploitation of vulnerable people and harm in our communities.



WHAT WILL I DO?

- Support enforcement for dangerous driving and regional awareness campaigns to ensure that anyone who drives through our area understands that dangerous or careless driving will not be tolerated.
- Work closely with Welsh Government and all North Wales Local Authorities, to ensure that road safety remains a priority across the region, and that any regeneration projects take into account the need to keep all road users safe
- To work with local communities and Councillors to identify and tackle speeding hotspots to make our streets safer
- Target criminals and organised crime groups that use of our roads to deny them use of the roads, disrupt their activities and protect our communities
- Work with the Chief Constable to increase the use of Automatic Number Plate Recognition (ANPR) which is an effective tool in tackling serious and organised crime

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How confident are people in North Wales Police?

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PRIORITY AREA

Supporting victims and communities

TACKLE AND PREVENT DOMESTIC ABUSE AND SEXUAL VIOLENCE

WHY IS THIS A PRIORITY?

Whilst Domestic Abuse remains under reported, there are thousands of women reporting some form of domestic abuse or sexual violence to police every day and yet too many are being let down because they are not believed or being listened to, so it is vital we do more to support them. Increasing victim confidence will encourage more victims to come forward.

The public were overwhelming in their support for Domestic Abuse and Sexual Violence being one of my priority areas and we are fortunate in North Wales that we have a third sector of dedicated and experienced people ready to support our victims, as they have done for many years.

North Wales will be a hostile environment for perpetrators through the delivery of effective investigative techniques, partnership safeguarding and innovative use of technology making it less likely for them to offend and re-offend.

WHAT WILL I DO?

- Ensure the Vulnerability and Exploitation Strategy is implemented and focus on actions such as healthy relationships education, addressing the drop-in rape conviction rates, and training for front-line staff to better respond to disclosures of abuse
- Improving our awareness and response to victims of stalking and harassment
- Working with partners in the Criminal Justice System, ensure victims of DA are supported throughout the system, including the use of remote evidence sites for vulnerable victims
- We will work with partners to safeguard survivors of domestic abuse and deliver a range of multi-agency interventions
- Ensure that the minority of victims who are men suffering from these crimes are equally supported
- We will ensure mechanisms are in place to assess risk, allocate the appropriate resources at every stage and conduct the best possible investigations
- We will equip our staff with the understanding to identify the signs of DA in all its forms
- Increase the confidence of all sectors of the community to report DA
- Work with partners to safeguard victims of Sexual Abuse and deliver a range of multi-agency interventions
- Work with partners on delivering joint action plans to ensure a quality service for all victims
- Target perpetrators of all sexual abuse and bring them to justice

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are we preventing and reducing crime?
- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How well are we rehabilitating people who have offended?
- How confident are people in the Criminal Justice System?
- How confident are people in North Wales Police?



SAFEGUARD VULNERABLE PEOPLE

WHY IS THIS A PRIORITY?

Tackling exploitation of the most vulnerable in society remains one of the most important challenges for us all. Working together in effective partnership to reduce vulnerability and exploitation is a priority for all statutory agencies and our colleagues in the voluntary sector across North Wales.

Protecting the public is one of the most important aspects of policing and of my particular role. The police, along with partners, have a duty to safeguard those who are less able to protect themselves, not least because vulnerable people are potentially more at risk of becoming victims of crime and being targeted by serious and organised crime groups.

Over the last few years, the police service has improved its understanding of vulnerability, none more than North Wales Police who have prioritised this area. However it is clear that the Force will need to continue to work in partnership with other agencies to protect people before crimes are committed.

The impact and issues arising from cases of domestic abuse, child sexual exploitation, modern slavery, county lines and mental health are often much wider than policing alone, and an effective response can only be delivered in partnership with our local authority partners, health and the third sector. The North Wales Vulnerability and Exploitation Board is an example of many agencies, statutory and voluntary, coming together in a common goal and is a model of partnership working I fully support.

For example, mental illness may not relate to any criminality whatsoever yet places huge demands on the police service. Rather than holding the Chief Constable to account, I will work with our statutory partners to ensure an effective partnership response is delivered. The Chief Constable and I are of the same view. People who experience mental illness should never be placed in police custody. We will work with the Health Board and Welsh Government to ensure provision is available within the health service so no one is detained within police custody because of a lack of suitable provision.

North Wales will be a more hostile environment for perpetrators of Modern Day Slavery and other offences that seek to target vulnerable people. It will be clear to potential offenders that such offences will not be tolerated making them less likely to offend and re-offend.

WHAT WILL I DO?

- Working with partners to support those who are most at risk of involvement in the Criminal Justice System, considering opportunities to intervene and prevent future involvement
- Work with partners in the Area Planning Board and Betsi Cadwaladr Health Board to reduce drug related deaths and the impact of alcohol and substance misuse
- Working with partners to improve communication between the police and those with mental health needs or learning difficulties and promoting the Keep Safe Cymru card
- Working to support safe, friendly non-custodial places of safety for those experiencing crisis or at risk of being detained under Section 136 or 135 of the Mental Health Act
- Raise awareness of mental health issues by supporting local and national campaigns
- Encourage victims who experience mental illness to report hate crimes
- To work with partners to deliver both the early identification of, and a quality response to the signs of Modern Day Slavery
- To ensure that victims of Modern Day Slavery have trust and confidence in North Wales Police in partnership with other agencies
- Ensure North Wales Police considers Modern Day Slavery routinely as part of its own procurement activity and has appropriate referral routes established

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How confident are people in North Wales Police?



TACKLE AND PREVENT CYBERCRIME

WHY IS THIS A PRIORITY?

The nature of crime has changed dramatically over recent years. Scams and online attacks currently account for almost half of all offences. You are more likely to become a victim of fraud or online crime than you are any other offence. The reality of these crimes means people can lose life savings in seconds.

Cybercrime activity is growing fast and evolving at pace, becoming both more aggressive and technically proficient. As such it is a major and growing threat to UK businesses. The National Crime Agency Cyber Crime Assessment estimates that the cost of cybercrime to the UK economy is billions of pounds per annum and growing.

Cybercrime is a far reaching term that ranges from conventional off-line criminality that has a digital footprint to cyber dependent offences that can only be committed through the use of computers and technology.

North Wales Police have an established Cyber Crime Team consisting of a Detective Sergeant, three Cyber Crime Investigators and a dedicated Prevent/Protect Officer. This is supported by the use of Cyber Volunteers and Cyber Specials providing industry expertise. It is vital that the police services' approach to cybercrime is well co-ordinated and effective in providing a quality service for the people of North Wales. Cybercrime offences are still hugely under-reported nationally and we will work to build the confidence of people and businesses within North Wales to report these crimes.



WHAT WILL I DO?

- To improve training for all our communities and businesses, supporting you have the tools to stay safe.
- To work closely with our national agencies who lead on tackling UK cyber-crime and fraud, holding them to account and working with them to protect the people of North Wales.
- I will invest further in software packages and hardware technology so that officers stay one step ahead of those who break the law.
- Working with partners including the All Wales Cyber Resilience Centre to protect people from the growing issue of scams and fraudulent behaviour.
- Ensure North Wales Police engages with the National Management Centre (nationally supported cyber security protection facility for police forces across England and Wales) as part of its prevention strategy.

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are we preventing and reducing crime?
- How well are vulnerable people supported?
- How well are we reducing reoffending?

ESTABLISH A VICTIM'S PANEL

WHY IS THIS A PRIORITY?

Victims and communities affected by crime are too often overlooked. The trauma of crime can last for years, and the way some victims are treated after reporting a crime can end up re-victimising them.

I want to ensure all victims get the support they need to recover from their experience, so having a justice system that takes account of their needs is essential. Our systems often fail to consider the specific needs of victims and survivors of crime. Victims do not all act and respond in the same way. We need to listen properly and allow them to explain what would support they need.

The pandemic has shown us just how important well-funded domestic and sexual abuse services are to our communities. We saw just how important these services are during the Coronavirus crisis, with some services seeing more than double the numbers of victims contacting them; but they have long been vital in providing support for victims.



WHAT WILL I DO?

- To develop the Victim Help Centre further by localising the service – cooperating with all North Wales Local Authorities and third sector organisations.
- To set up a Victims' Panel giving an opportunity for victims and survivors to tell us what can be done better and hold me, the police and wider agencies to account.
- To work with other PCCs and the Victims' Commissioner to highlight injustices against victims and support legislation reform to protect victims' rights.
- To fight for increased, sustainable funding to provide victims' services.
- To review current funding streams to ensure money is being used effectively and that victims are getting the specialist and targeted intervention they need.
- To review commissioning contracts to provide long term sustainable contracts wherever possible.

WHAT OUTCOMES DO WE WANT?

- Victims and the vulnerable feel supported
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How confident are people in the Criminal Justice System?
- How confident are people in North Wales Police?

TACKLE AND PREVENT HATE CRIME

WHY IS THIS A PRIORITY?

All crime is awful for the individuals involved and can threaten feelings of safety and security, but none more so than hate crime; physical and verbal attacks targeted at you simply because of who you are and the life you lead.

Sadly we are not immune to such incidents in North Wales. Over the last year we have seen community cohesion concerns surrounding second homes and people travelling into North Wales during the lockdown periods.

Racial inequality and discrimination has been a key area of concern in policing and the wider criminal justice system for many years. The tragic death of Stephen Lawrence in the 1990s led to the publication of the Macpherson report in 1999, and it was then that policing began to really understand the changes that needed to be made to tackle race inequality. Even though efforts have been made, it has become clear that not enough has been achieved and that our communities want to see more action and real change. The Black Lives Matter movement in the UK is clearly reminding us of that.

The Chief Constable and I are committed to ensuring that race equality becomes a renewed priority for us. Our Joint Race Equality Action Plan outlines what will be done, in conjunction with our communities, to ensure race disproportionality is reduced in North Wales Police. It will outline action

to improve Black, Asian and Minority Ethnic communities' confidence in the police and increase representation amongst our officers and staff, with the Commissioner holding the Chief Constable to account for the timely delivery of the plan's commitments.

As Commissioner I have an important role to play in working with criminal justice partners and bringing them together to work collaboratively in the interests of the public, whilst also commissioning services for the force area. I will work with all Chief Constables, Police & Crime Commissioners, and criminal justice partners in Wales, to pursue joint outcomes on race equality.

I will push to ensure that partners take race equality seriously, are held to account for their action, and that commissioned services understand their race equality obligations. I will also work with Welsh Government to promote a 'one public service' approach to race equality across Wales.

WHAT WILL I DO?

- To engage with specific groups to learn from their experience and work with them to tackle hate crime in their communities.
- To ensure all hate crime is taken seriously, launching a region wide campaign to educate all residents about the impact of a hate crime and ensuring a zero tolerance approach in North Wales.
- Reviewing hate crime data and victim experiences to ensure hate crime victims get the most appropriate service and are satisfied with the response they receive
- Encouraging victims of hate crime to report incidents so that they can receive appropriate support
- Work with the Chief Constable to deliver the Workforce Representation Strategy and make the Force more representative of our diverse communities

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How confident are people in the Criminal Justice System?



PRIORITY AREA

Fair and effective Criminal Justice System

INTRODUCE A NORTH WALES FEMALE OFFENDER STRATEGY

WHY IS THIS A PRIORITY?

Women represent less than 5% of the prison population in Wales and England and are more likely than men to be serving short prison sentences.

In 2018, 77% of prison sentences given to women were for less than 12 months, these short term imprisonments have a huge impact on children who are badly affected by maternal imprisonment. Research indicates that children who have experienced maternal imprisonment are at greater risk of unemployment, drug use, alcoholism and coming into contact themselves with the criminal justice system in later life.

The majority of female offending is financially motivated rather than violent and many women are also sent to prison for committing an offence to support someone else's drug use.

There are strong links between women's offending behaviour and their experience of domestic abuse both physical and emotional, coercive control and sexual abuse. There is no effective defence for women driven to offend as a result of abuse.

The commitment in the North Wales Female Offender Strategy will recognise women's distinct needs and vulnerabilities within the criminal justice system. It will outline the measures that the Ministry of Justice is taking to achieve cross-government reform. There will be an emphasis on the importance of early intervention, including liaison and diversion, out of court disposals and a focus on community-based solutions.

The aim will be to reduce the use of short sentences for women by taking a more preventive, community-based approach which is not only an opportunity to do something radical in seeking to reduce the prison population but also improve the long term outcomes for women and their families.

I am committed to working with all Criminal Justice agencies and my fellow PCC's in England and Wales to improve the criminal justice system in North Wales so it works fairly and effectively.

WHAT WILL I DO?

- To publish a female offender strategy, which focuses on the public health approach to divert women away from crime
- Working with the Crown Prosecution Service to maximise our joint effectiveness
- Working with Welsh Government and the Ministry of Justice on the transformation of the justice system in Wales for women implementing the Blueprint that sets out the changes needed
- Support women to live crime free, positive and healthy lives, improving well-being and making communities safer
- Work with the Youth Justice Board and partners to share learning that can be adopted for girls under the age of 18 and work together to ensure continuity of interventions in respect of young women who transition into adult services
- Diverting women, where appropriate, away from crime and into women-centred, community-based, sustainable support services that meet their needs

WHAT OUTCOMES DO WE WANT?

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved

KEY PERFORMANCE QUESTIONS

- How safe are our communities?
- How well are we preventing and reducing crime?
- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How well are we rehabilitating people who have offended?
- How confident are people in the Criminal Justice System?
- How confident are people in North Wales Police?



INCREASE THE USE OF RESTORATIVE JUSTICE

WHY IS THIS A PRIORITY?

I am a firm believer in the power of restorative justice. It gives victims the chance to communicate with the offender to explain the real impact of the crime, get questions answered, and seek to repair the harm. It also holds offenders to account for what they have done and helps them to take responsibility, make amends and prevent any reoffending.

Restorative justice often involves a conference, where a victim meets their offender face to face. Sometimes, when a face to face meeting is not the best way forward, the victim and offender will communicate via letters, recorded interviews or video instead. The process is managed by trained facilitators who prepare both parties in advance to help them decide what they want to gain from the process.

Many victims feel that the criminal justice system does not allow them to have their voices heard. But Government research demonstrates that 85% of victims who take part in restorative justice find the process helpful. Restorative justice also helps to cut crime - with Ministry of Justice funded research showing that it reduces reoffending by 14%. The Victims' Code of Practice entitles victims of crime to be informed about Restorative Justice and how to access it, but figures from the Office for National Statistics show that only 5% of victims with a known offender recall getting this information. I will do everything in my power to expand the use of Restorative Justice in North Wales.

WHAT WILL I DO?

- To expand access to restorative justice programmes that will encourage offenders to consider and review the impact of their actions and encourage rehabilitation
- Improving outcomes for victims and ensuring their voice is heard through increased use of restorative approaches
- Commission age-appropriate, sustainable and meaningful restorative services, taking into account the needs of adults of all ages
- Support increased training about Restorative Justice for all police officers and staff who have contact with victims of crime.
- Improve access to Restorative Justice for people affected by crimes where the opportunity is often overlooked, such as sexual abuse, domestic abuse and hate crime.

WHAT OUTCOMES DO WE WANT?

- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How well are we rehabilitating people who have offended?
- How confident are people in the Criminal Justice System?



SUPPORT AND PROTECT CHILDREN AND YOUNG PEOPLE AND DIVERT THEM AWAY FROM THE CRIMINAL JUSTICE SYSTEM

WHY IS THIS A PRIORITY?

The needs, rights and welfare of all children and young people are hugely important within the world of policing. These rights are set out clearly within the principles of the United Nations Convention on the Rights of the Child and the Welsh Government's Rights of Children & Young Persons (Wales) Measure 2011.

In policing in North Wales we will endeavour to protect children from harm, support young victims and witnesses and aim to reduce repeat victimisation. In addition we will work with partners to improve outcomes for young offenders, to support them to move away from criminality. We aim to keep our young people safe and allow them to lead healthy, responsible and positive lives in a climate in which they can contribute and thrive.

Record numbers of children are currently reported missing from care. These children are at increased risk of harm, including sexual exploitation or grooming for criminal activity. Grooming and coercion often seeks to isolate children and prevent them from asking for help. It is essential that police forces treat children who have been exploited as victims first - not as criminals. No child or young person should be disadvantaged by their care status. Having been a kinship carer & having sat on the North Wales Adoption Panel, I am passionate about providing the best possible support for all vulnerable children.

Children and young adults require a distinct approach to engagement. Young adults who do not have trust in the police can be reluctant to engage with criminal justice agencies, including to report offences to the police as victims or providing information as witnesses. This can make the police's job harder in solving and tackling crimes. Young adult women are particularly reluctant to report sexual offences. This means that crime which affects young adults may not be fully represented in

local reporting data and young adult victims might not be getting the support they need. We will employ a number of methods to help us to gauge opinion and build upon the findings of our North Wales Youth Commission.

We also want to see fewer young people being drawn into the criminal justice system. As the Chair of the North Wales Local Criminal Justice Board I will work with partners across all the criminal justice agencies to consider ways in which criminal justice and wider community partners can play their part to reduce the numbers of young people committing criminal offences and coming into the criminal justice system.

It has been recognised that given the overall shortage of sufficient accommodation available to Local Authority Children's Social Services Departments, that when a bed is requested for vulnerable young people who have been refused bail by police, there has sometimes not been sufficient accommodation available. Unfortunately, this has on occasion led to young people having to stay overnight in custody suites, which stakeholders agree is not in their best interests.

I am aware that the idea of a retained 'bed' being kept available for use in an emergency in non-secure, but safe, accommodation is being piloted. Welsh Government have provided grant funding to run a pilot for 3 months. The pilot will then be evaluated by the group and used to inform development of longer-term solutions across Wales.

WHAT WILL I DO?

- Supporting Youth Justice Services to prevent and reduce offending, re-offending and antisocial behaviour amongst children and young people.
- To work with local authorities to maximise resources to safeguard young people and deter them from criminal activity, whether that be through youth engagement, counselling or skills development.
- Work with local authorities and other partners to ensure suitable secure accommodation is available to that no child is required to be detained in police custody.
- Support school liaison officers who work closely with staff, parents and pupils to address areas of concern and identify vulnerable children and young people.
- Commission age-appropriate, sustainable and meaningful restorative services, taking into account the needs of young adults involved. This could include restorative practices in education, family and community settings as preventative measures and ongoing support, as well as part of out of court disposals to divert young adults from the criminal justice system. I will ensure there are age appropriate victim services to meet the needs of young adult victims.
- Ensure that young adults' perspectives as members of the community and people involved in the criminal justice system (as victims, perpetrators, or both) are reflected in our consultation plans.
- I will work to ensure that independent return home interviews are made into a statutory requirement whenever children are reported missing and ensure that these services are commissioned with independent providers.

WHAT OUTCOMES DO WE WANT?

- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are victims supported to cope and recover, and engage in the criminal justice system?
- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How well are we rehabilitating people who have offended?
- How confident are people in the Criminal Justice System?



ADDRESS THE ROOT CAUSES OF OFFENDING AND SUPPORT THE REHABILITATION OF PEOPLE THAT HAVE OFFENDED

WHY IS THIS A PRIORITY?

The acquisition of criminal records can undermine the prospects of young adults developing positive identities, having crime free futures, and realising their full potential. Out of court disposals can offer a rehabilitative alternative to prevent reoffending or reduce escalation of offending. Introducing triage and other approaches to divert young adults away from crime helps prevent them from stigmatising involvement in the criminal justice system.

Based on the premise of out of court disposals and offender management principles, Checkpoint Cymru aims to provide a credible alternative to prosecution, by identifying and supporting relevant needs and the 'critical pathways' out of crime, with the result being that low and medium adult offenders are diverted away from the Criminal Justice System, whilst also addressing the underlying causes of their offending behaviour.

Checkpoint is a voluntary adult offender project but this will result in an exit from the criminal justice system should the bespoke and individually tailored 'contract to engage' be complied with; a failure to complete the Checkpoint contract will result in formal court proceedings being invoked. Checkpoint uses specialist Navigators who prepare, co-ordinate and deliver these individually tailored contracts and support offenders to engage with support services to tackle the underlying causes of their offending.



WHAT WILL I DO?

- Fund the Checkpoint Cymru diversion programme
- Support and commission innovative projects in crime prevention and rehabilitation
- Explore opportunities with the Probation Service and other partners to co-design, co-develop and co-invest in services that respond to the needs of offenders and are based on evidence, as well as engagement with people who have lived experience of probation

WHAT OUTCOMES DO WE WANT?

- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

KEY PERFORMANCE QUESTIONS

- How well are vulnerable people supported?
- How well are we reducing reoffending?
- How well are we rehabilitating people who have offended?
- How confident are people in the Criminal Justice System?

FINANCE AND RESOURCES

In order to demonstrate the important relationship between the police and crime priorities identified in this plan, and the resources needed to deliver those priorities, a summary of the financial position follows.

Of my entire budget of £173.365m in 2021/22, I will allocate a net budget of £170.159m to the Chief Constable for the delivery of policing in North Wales.

THE FUNDING OF NORTH WALES POLICE

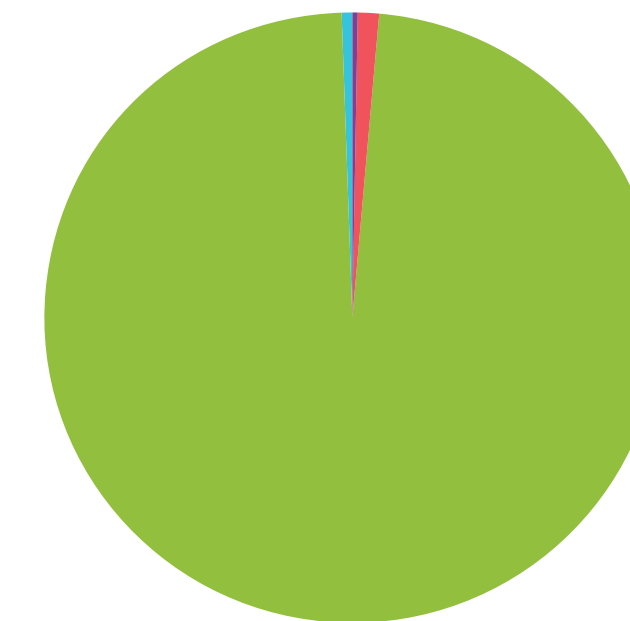
I receive funding from two main sources in order to fund North Wales Police, my Community Safety Fund and my office.

In 2020/21 government grants will fund 48.27% of my budget, with the remaining 51.73% coming from council tax.

A comprehensive spending review is planned for 2021/22, and the Police Funding Formula, which determines how much we receive in government grants, is currently under review, and this creates a high degree of uncertainty from 2022/23 onwards.

Full details of the 2021/22 budget and working assumptions for later years are shown in the [Medium Term Financial Plan](#).

ALLOCATION OF THE COMMISSIONER'S BUDGET IN 2021/22



OPCC 0.55%	Force 98.15%
Commissioning 0.97%	Movement in reserves 0.32%

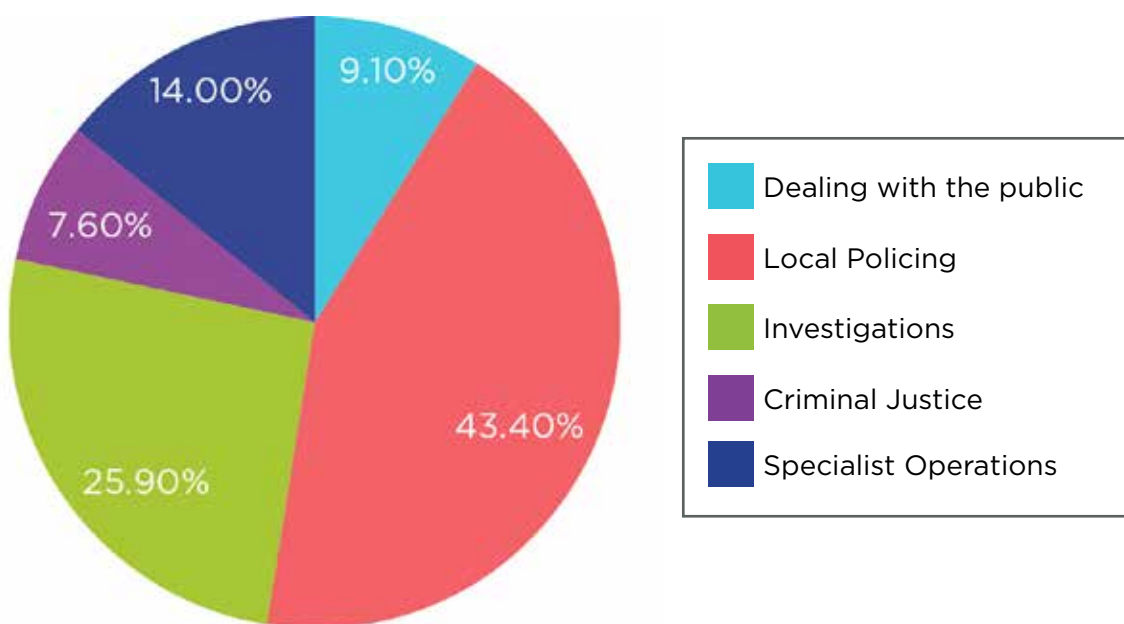
Financial resources are expected to remain a significant challenge for the Force. In addition to the £33.031m annual savings which have been achieved since 2010/11, additional savings will be required to ensure the budget can be balanced in the medium to long term with a number of issues continuing to create financial uncertainty.

WHERE THE MONEY IS SPENT

This Police and Crime Plan focus is on heinous crimes such as domestic violence, sexual violence and safeguarding the most vulnerable. However, this must be balanced with the need to continue local policing services and the neighbourhood policing model, whilst also ensuring that all those working on the front line have adequate back office support in order to maximise the time they are able to spend delivering police serves.

As this Plan highlights throughout, it is important that we continue to invest in the technology and digital capability that positions us to deal with the challenges that we are likely to face in the future. As a result we will continue to deliver against an ambitious change programme around digital and technology.

NORTH WALES POLICE BUDGET ALLOCATION



To ensure resources are used to best effect, I will adhere to the following principles:

- I will target resources to fulfil my statutory responsibilities and deliver my police and crime priorities;
- I will work with partners to ensure services are delivered in the most effective way;
- Ensure we get the maximum financial and social benefit for the people of North Wales. I am committed to the principals of the Public Services (Social Value) Act 2012, the Wellbeing of Future Generations Act (Wales) 2015 and the Modern Slavery Act 2015 which are embraced within our Social Value Policy.
- I will ensure that officers and staff are appropriately equipped and have adequate support services to maximise the time they have available to deliver policing services.

To ensure that resources are used appropriately, I will monitor income and expenditure throughout the life of this Police and Crime Plan. HMICFRS value for money profiles will assist me with this work, by enabling me to compare North Wales Police with other police forces.

CAPITAL INVESTMENT

The largest area of capital expenditure in the next few years will be investment in ESN (Emergency Services Network) – the replacement for the Airwave radio system. The capital programme includes £8m for this purpose, and in order to reduce the need to borrow for this, a reserve has been established to put money aside to meet this expenditure when the time comes.

SUSTAINABILITY AND DECARBONISATION

Under the 2008 Climate Change Act, Wales is required to contribute to the UK 2050 Net Zero target and the UK's carbon budgets. The Act assigns to Welsh Ministers the duty to report on the Welsh Government's objectives, actions and future priorities regarding the impacts of climate change. The Well-Being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016 contribute to the legislative framework for Wales's transition to becoming Net Zero; with further legislation being developed during 2021 to set interim emissions targets on the pathway to a Net Zero Wales. The Welsh Government has developed a 'route map for decarbonisation' for the Welsh Public Sector to have Net Zero Carbon Status by 2030.

In line with legislation and this wider strategy, forces are required to develop a Sustainability Strategy that will set out a pathway to reducing carbon emissions, in a bid to achieving net zero emissions in line with both Welsh and UK legislation. North Wales Police are working with the other Welsh forces to develop its Strategy, Decarbonisation Plans and a revised Sustainable Development Action Plan, acknowledging that the 2020s are a critical period for making progress through to 2030.

It is likely that progress over the course of this Police & Crime Plan will include action in relation to the areas of: taking up low-carbon solutions; expanding low-carbon energy supplies; reducing demand for high-carbon activities and considering transforming land.

RESERVES AND RESILIENCE

As one of the emergency services, the police force can sometimes find itself faced suddenly with one or more large scale operations with significant financial impact. To address this risk and reduce the impact of such incidents on day to day policing, it is necessary to hold substantial reserves. This ensures that emergency responses can be determined by policing need rather than affordability.

In addition, reserves may be used on a one-off basis to partially mitigate the effect of any future changes to government grants.

The General Reserve (£5.417m at 31 March 2021) is used to fund day to day cash flow needs and to provide the first line of resilience. The [Medium Term Financial Plan](#) provides full details of my usable reserves, and any planned use.

COMMISSIONING

The Police Reform and Social Responsibility Act 2011 allows me to commission services directly from providers external to the police service. Monies from the sources listed below are now paid directly to commissioners:

- Substance Misuse (Home Office)
- Community Safety Grant (Home Office)
- Youth Crime and Substance Misuse Prevention Grant (Home Office)
- Proceeds of Crime Act income
- VAWDASV-Welsh Government
- VICTIMS Funding - Ministry of Justice
- SAFER STREETS - Home Office
- HMPPS
- Area Planning Board
- Supporting People Fund
- Sale of Found Property Act income
- Specific Income Generation Initiatives
- Other funding sources from the Commissioners' funds

Commissioning services can mean buying in services, entering into collaboration agreements or contracts, providing grants, aligning budgets with partners, pooling budgets and developing community budgets.

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

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

For the previous twelve months my predecessor commissioned the following services

- Victim Help Centre for North Wales
- Independent Sexual Violence Advisors (ISVA)
- Children and Young People Sexual Violence Advisors (CYPSVA)
- Regional IDVA Service
- Dechrau Newydd
- The Women's Pathfinder
- Checkpoint Cymru

It is clear to me that each of these services provide vital services that support my new policing priorities and I will continue to commission for 2021-2023.

The current process of allocating funding to police and crime commissioners on an annual basis does not lend itself to adequate long term planning. However due to the recent pandemic, central government have allocated additional funding to North Wales to assist with waiting lists and provide additional staffing in order to support domestic abuse and sexual violence services until 2023. The majority of this work has been co-commissioned with local authorities, HM Prison and Probation Services and the Area Planning Board. During 2020-21 in direct response to the pandemic the commissioning team were able to draw down additional support in partnership with local

authorities from both central and Welsh government to support services. This will ensure that we are supporting vulnerable people in the communities of North Wales.



STRATEGIC POLICING REQUIREMENT

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR) sets out the national threats and the appropriate national policing capabilities that are required to counter those threats. Both police and crime commissioners and chief constables are required to have due regard to the SPR. The Home Secretary has recently brought in urgently-needed legislation which will give the UK some of the toughest powers in the world to tackle the increasing threat from international terrorism and domestic extremism. This will bolster existing powers to disrupt the ability of people to travel abroad to fight, reduce the risks they pose on their return and combat the underlying ideology that feeds, support and sanctions terrorism.

GOVERNANCE AND SCRUTINY

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

I scrutinise the delivery of this Plan through the Strategic Executive Board. Through the Strategic Executive Board (the Board) I scrutinise the performance of the Force against the Police and Crime Plan, monitor policing performance and the policing budget. The Board is my principal decision-making forum and all relevant papers and significant decisions made are published on my website. I receive independent reports from Her Majesty's Inspectorate of Constabulary (HMIC).

PERFORMANCE AND ACCOUNTABILITY

HAVING YOUR SAY

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

public, the third sector, the business community and our partners frequently. The feedback from that engagement will enable me to have a real insight into the performance of the Force and of my office. I will have regard to the findings of that engagement to inform my scrutiny of the Force and continue to revisit the priorities set out within my Plan.

I have set out the means by which the Chief Constable will report to me on his provision of policing and the means by which his performance will be measured. The principal means of fulfilling these objectives will be through the Strategic Executive Board (the Board), scrutiny carried out by my Deputy and my office, and external and internal audits. Further information on the work of the Board is available on my website.

THE POLICE AND CRIME PANEL

The Police and Crime Panel has the statutory authority to review my Police and Crime Plan and to scrutinise my activities as the Police and Crime Commissioner. Through my Publication Scheme, I aim to publish information to aid the Panel and the general public in following my work and activities. In addition to responding to its requests for information and its questions, I provide periodic reports on my activities as Commissioner and my progress against this Plan. My ethos is that all information will be published unless there is an explicit reason not to do so.

THE JOINT AUDIT COMMITTEE

The Chief Constable and I have established a Joint Audit Committee, the function of which is to support and challenge certain activities undertaken by North Wales Police and my office, and to provide an independent and high-level focus on the audit, assurance, risk management and reporting arrangements that underpin good governance and financial standards. Further information on the work of the Joint Audit Committee is available on my website.

WHAT THE PUBLIC ARE TELLING US

Understanding and responding to the needs of our communities is a key focus for me as a Police and Crime Commissioner and for the Chief Constable.

I am committed to listening to the public's views about policing and crime issues in North Wales which will be crucial in enabling me to monitor the impact of this Plan and ensure my priorities continue to reflect the priorities of the public.

A comprehensive public consultation exercise took place in order to inform this Plan. An online survey was available for over 6 weeks, whilst paper copies and an easy read version were also available for those who don't have access to the internet. The Chief Constable and I also took part in a live question and answer session on Twitter which was well received. Radio advertising also took place in order to target a younger audience. I am committed to continuing to engage with children and young people in order to ensure that their views are also taken into account.

In total, 2,279 responses were received. I am delighted that the public were overwhelming in their support for the priorities set out within this Plan, as can be seen below.

Further detailed analysis on the results of the public survey can be found on my website [here](#).

Priority	Not at all important	Slightly important	Important	Fairly important	Very important
Tackling organised crime and preventing serious harm	0.4%	1.1%	8.7%	8.9%	81%
Protecting vulnerable adults from harm and abuse	0.3%	1.6%	13%	14.7%	70%
Investigating cyber-crime	1.2%	7.8%	27.3%	26.7%	36.9%
Reducing the number of road collisions, those killed or seriously injured and traffic offences	1%	6%	24%	17%	51%
Dealing with domestic violence	0.4%	2.2%	15%	17%	65%
Protecting children and young people from sexual exploitation and abuse	0.1%	0.5%	5.8%	7.1%	86.4%
Investigating rural and wildlife crime	3%	13%	28%	25%	30%
Protecting children online	1%	4.9%	14.4%	15.6%	64%
Mental health related incidents	3.4%	10.8%	26%	22.8%	36.9%

Note: due to rounding % may not add up to 100%

NATIONAL CRIME AND POLICING MEASURES

In addition to the local priorities I set out in this Plan, the Chief Constable and North Wales Police must also take into account the national crime and policing measures set by the UK Government, as illustrated below.

As PCC I am required to provide an annual statement on the performance of North Wales Police against these measures and will therefore monitor this performance through the Strategic Executive Board and governance structure referred to earlier in this Plan.

Priority Area	National metrics
Reduce murder and other homicide	Homicides
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object
	Offences involving discharge of a firearm
Disrupt drugs supply and county lines	Drug-related homicides
	Police referrals into drug treatment
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person
Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Satisfaction with the police among victims of domestic abuse
	Victim satisfaction with the police
Tackle cyber crime	Confidence in the law enforcement response to cyber crime
	Percentage of businesses experiencing a cyber breach or attack

HOW TO GET INVOLVED

SPECIAL CONSTABULARY

'Specials' are volunteer police officers who give some of their spare time in this way because they want to make a contribution in their communities. There are few, if any, organisations that offer the variety of opportunities you will find as part of the Special Constabulary in North Wales Police. 'Specials' are a vital part of the police service, working alongside regular officers to reduce crime and protect vulnerable people. Being a special constable is a way of developing new skills while serving the local community.

If you are interested in becoming a special constable, please visit: [Citizens in Policing | North Wales Police](#) for more information.

POLICE SUPPORT VOLUNTEERS

There a number of volunteer roles within the police. Each role plays a vital part in supporting North Wales Police, and is a way of giving back to the community.

If you are interested in a Police Support Volunteer role, please visit [Citizens in Policing | North Wales Police](#).

POLICE CADETS

North Wales Police currently run a cadet scheme, where young people aged 15-17 volunteer to help their local community, find out more about how the police work, and have the opportunity to work towards awards and qualifications. North Wales Police Cadets have been involved in various aspects of policing, such as participating in test purchase operations. If you are interested in becoming a Police Cadet, please visit [Citizens in Policing | North Wales Police](#).



APPENDIX 1 - What does a PCC do

The legislation that introduced Police and Crime Commissioners (the Police Reform and Social Responsibility Act 2011) states that my overriding duty is to deliver an efficient and effective police force, which demonstrates value for money and above all cuts crime.

SOME OF MY KEY TASKS ARE:

- To set the Force budget and precept (the percentage of council tax that is used for policing purposes)
- To hold the Chief Constable to account for delivery of his primary duty, namely the provision of an effective and efficient police service for North Wales, delivering value for money and to reduce crime
- To distribute crime and disorder funding to groups across North Wales
- To set out in a Police and Crime Plan the strategic direction for policing in North Wales.

As the public's representative I am very keen to ensure that the public have access to all relevant information. Unless there is an explicit reason not to, all information will be made available on my website. This approach is already proving to be beneficial as my office have been presented with a transparency award from CoPACC¹ every year since 2017.

I also recognise the important role North Wales Police play in the local economy. We employ over 2,000 people and purchase goods and services worth millions of pounds. Whilst I will ensure we deliver value for money, I also believe we have a duty to procure goods locally wherever possible and am committed to a Social Value Policy for North Wales Police.

Under the terms of the Police Reform and Social Responsibility Act 2011, PCCs must:



Secure efficient and effective police for their area



Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them



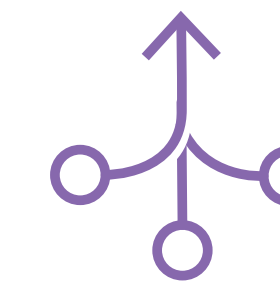
Set the police and crime objectives for their area through a police and crime plan



Set the force budget and determine the precept



Contribute to the national and international policing capabilities set out by the Home Secretary



Bring together community safety and criminal justice partners, to make sure local priorities are joined up

¹CoPACC monitor standards in police governance, assessing OPCC performance and award quality marks in key areas of accountability

APPENDIX 2 - About North Wales

North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the South. The Force area covers the six geographic counties of North Wales, namely Gwynedd, Anglesey, Conwy, Denbighshire, Flintshire and Wrexham. The Force area is serviced by a single Health Board, Betsi Cadwaladr University Health Board and by the North Wales Fire and Rescue Service. The area is also serviced by the National Probation Trust and the Welsh Ambulance Service Trust.

The area encompasses both urban and rural areas including two cities, the Snowdonia National Park, two significant ports (Holyhead in Anglesey and Mostyn in Flintshire), expanding industrial regions and numerous busy towns, many of which attract a high volume of tourists during the summer months.



SWYDDFA COMISIYNYDD HEDDLU
A THROSEDD GOGLEDD CYMRU



OFFICE OF THE POLICE & CRIME
COMMISSIONER NORTH WALES

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