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OFFICE OF THE POLICE & CRIME  
COMMISSIONER NORTH WALES



# Police & Crime Plan 2017-2021

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# Foreword and Vision



My name is Arfon Jones. In May 2016 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 and that citizen's feel safe both at home and on our streets.

I am a retired police officer, having left North Wales Police in 2008 as an Inspector. I am proud to have been elected as your representative and to return to North Wales Police.

North Wales is one of the largest geographical police forces in England and Wales: from Aberdaron in the West to Wrexham in the East and down to Llangollen, Barmouth and Tywyn. We are fortunate that North Wales Police is already one of the best police services in the country, with low crime rates, excellent positive outcome rates and a very professional approach to its role.

Whilst crime has increased over the last twelve months, this is primarily due to changes in the National Crime Recording Standards. However, as the Force increases it focus on serious criminality, lower level volume crime may continue to increase.

Confidence and satisfaction data in North Wales Police continues to be a positive story. Victim satisfaction with the 'whole experience' is currently 13th of 43 forces in England and Wales.

That is a sound platform for me to build upon. This is my first Police and Crime Plan and I am determined to ensure North Wales Police works 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 Police and Crime Plan. I have written this Plan with your help. Many of you completed my online survey, spoke to me at my consultation events or at one of the many events I have attended since becoming Commissioner.

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 who work 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. Both documents identify the main areas of threat, risk and harm that we must focus on and it is those areas that I intend to prioritise.

- Domestic Abuse
- Modern Slavery and Human Trafficking
- Sexual Abuse
- Organised Crime Groups

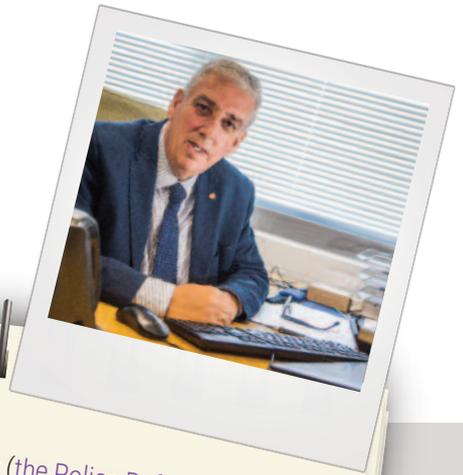
In addition to these priorities, a visible and accessible police service continues to be of importance to the public. This Plan reflects what the public have told me and **Delivering Safer Neighbourhoods** remains a priority for me.

This Police and Crime Plan covers my four year term as Commissioner. I will closely monitor how the police and others deliver it and if changes are required, they will be made. I look forward to seeing effective partnership working in the years ahead to deliver these priorities.

A handwritten signature in black ink, which appears to read 'Arfon Jones'. The signature is written in a cursive, flowing style.

Arfon Jones, Police & Crime Commissioner

# 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.

The role of Commissioner is a broad and demanding one so I have a Deputy, Ann Griffith to assist me in delivering my priorities. Ann has many years' experience of working in social care and shares my passion to deliver excellent policing and has a keen interest in mental health and safeguarding our children and young people.

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 were recently presented with a transparency award from CoPACC<sup>1</sup>.

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 have started developing a Social Value Policy for North Wales Police.

## Commissioning

The Police Reform and Social Responsibility Act 2011 allows me to commission services directly from providers external to the police service. 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.

Further detail on my commissioning strategy can be found later in this Plan.

<sup>1</sup>CoPACC monitor standards in police governance, assessing OPCC performance and award quality marks in key areas of accountability.

# About North Wales

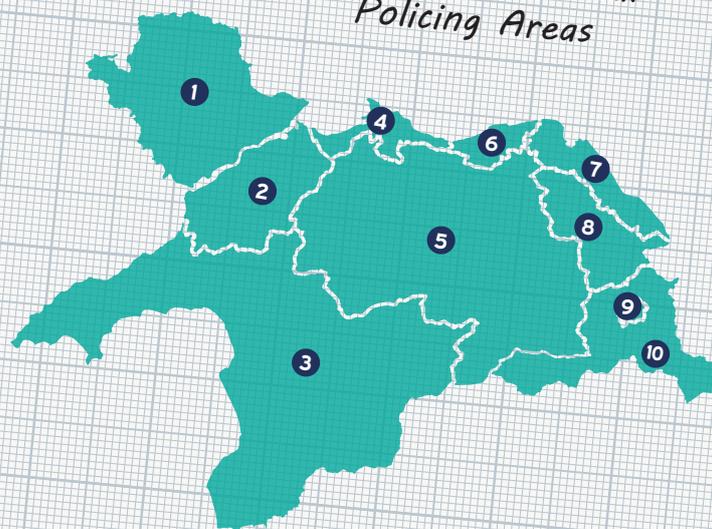
North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the 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 and Authority. 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 (predominantly in the East and Wylfa Newydd in Anglesey) and numerous busy towns, many of which attract a high volume of tourists during the summer months.



North Wales Local Policing Areas



Police & Crime Plan

1. Isle of Anglesey
2. North Gwynedd
3. South Gwynedd
4. West Conwy Coastal
5. Conwy and Denbigh Rural
6. Denbighshire Coastal and Abergele
7. North Flintshire
8. South Flintshire
9. Wrexham Town
10. Wrexham Rural



# Shaping the Plan

As Police and Crime Commissioner I am required to produce a Plan within 12 months of taking office. The Plan sets out the strategic direction for North Wales Police for my term as Commissioner.

The Chief Constable is responsible for delivering the priorities within this plan and I will hold him to account for doing so.

Many people across North Wales have helped me in developing this Plan. A lot of work and consultation has been undertaken with local authorities, our statutory partners, the tremendous third sector we are fortunate to have working here in North Wales, and the business community. All of the comments received have helped to make sure that this Plan meets the policing needs of people in North Wales.

**Crime and disorder assessment** - North Wales Police complete an annual Strategic Assessment of crime and disorder. From this they can evaluate the risk posed by crime and disorder impacting on the communities of North Wales and identify emerging threats for the forthcoming year.

**Public consultation survey** - During October 2016 to January 2017 an online survey was made available on my website seeking your views on what my crime and policing priorities should be. Over 980 people completed the survey on-line and I met many more people when I was out and about on the streets of North Wales. I also use Twitter and Facebook to connect with the public and the feedback and comments I receive helps shape my thinking.

**Third sector engagement event** - Each year my office arranges an engagement event for the third sector. The event that took place in November 2016 was very useful indeed and provided valuable feedback on policing in North Wales and what my priorities should be.

## Issues and themes from the above

### North Wales Police Strategic Assessment

- Domestic Abuse
- Modern Slavery
- Child Sexual Exploitation

### Public Consultation Survey

- Protecting vulnerable people
- Tackling organised crime
- Respond to calls quickly and efficiently
- Child sexual exploitation

### Third sector engagement event

- Vulnerability – including domestic abuse, modern slavery, mental health, older people
- Local policing presence
- Crime prevention

# Effective partnership working to reduce harm

Working together in effective partnership to reduce harm supports the delivery of my policing priorities. There are repeated references to effective partnership working throughout this Plan in recognition of the importance I place upon it and its role in delivering an effective and efficient police service. The police cannot tackle many of these areas in isolation.

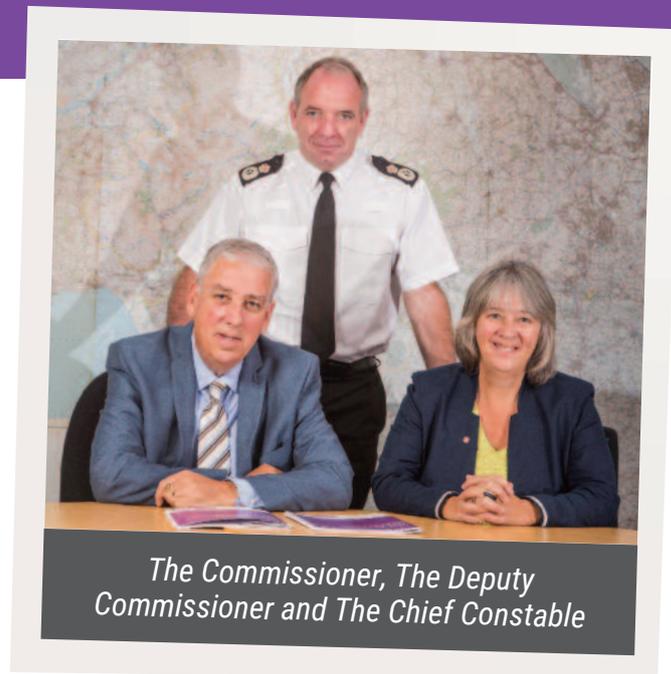
Importantly, working in partnership also reduces demand, thereby increasing the capacity of frontline staff of all responsible authorities.

As the issues arising out of cases involving domestic abuse, child sexual exploitation, modern slavery and other serious crimes are often much wider than just policing, an effective response can only be delivered in partnership.

An increased focus on effective partnerships within the Police and Crime Plan will in turn increase the focus and importance of the regional Community Safety Plan and the role of the Safer Communities Board in holding to account the local partnerships charged with delivering the priorities of the Police and Crime Plan. The Force and my office are also working with partners to ensure we are contributing fully to the population assessments being compiled under the [Wellbeing of Future Generations \(Wales\) Act 2015](#) which will inform broader partnership priorities. The Welsh Government have also published a white paper on local government reform entitled "Reforming local government: Resilient and renewed" and I will be endorsing in my response the proposals that can best underpin the delivery of this Plan and safeguard our communities.

Undoubtedly the focus on the most serious crimes will increase during my term as Commissioner. As a result more offences may be recorded, more perpetrators will be prosecuted and require monitoring after going through the criminal justice system and of course, more victims will require the best possible care and support.

As North Wales Police increase their focus and invest more resources in these offence types, I will be seeking reassurance from our partners that their response in supporting the police will be equally effective and efficient.



*The Commissioner, The Deputy Commissioner and The Chief Constable*

I recently became Chair of the North Wales Local Criminal Justice Board. That board has a key role to play in improving the effectiveness and efficiency of the criminal justice system and I look forward to receiving the support of our partners on this board to ensure victims and witnesses are dealt with appropriately at each stage of their journey through the criminal justice system.

Section 7 of the Crime and Disorder Act 1998 (amended by the Police Reform and Social Responsibility Act 2011) gives me authority to call for a report from any responsible authority I consider not to be discharging its responsibilities effectively. The term 'responsible authority' includes local authorities, the fire service, ambulance service trust, health board and the probation service. I will work with the Chief Constable, the Regional Leadership Board and the Safer Communities Board in this regard and will utilise the statutory powers given to me to ensure all of the responsible authorities fully engage and support the delivery of my Police and Crime Plan.

# Police and crime objectives

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

I do not agree with having too many priorities, by its very nature everything cannot be a priority. I want the Chief Constable to focus on five key areas.

I have identified five priority areas for North Wales Police.

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

The Chief Constable's Delivery Plan sets out the specific actions North Wales Police will take in delivering these priorities. Of note is the importance of partnership working in tackling them. All priority areas present issues beyond policing and an effective response can only be delivered in partnership.



Whilst I will monitor the Force performance against these five priorities, it is of course a requirement that other aspects of policing continue to be delivered effectively and efficiently.

The basic principles of effective policing will always be required. Calls will continue to be answered and dealt with correctly. Officers, police and community support officers and special constables will still work in our neighbourhoods and respond to high priority incidents in particular. Suitably trained officers will be allocated to investigate crimes. Standards of behaviour and conduct will continue to be scrutinised and held to account.

# Domestic Abuse

## Why is this important?

Domestic Abuse is happening every day, in every part of the UK, including North Wales. Every day North Wales Police record an average of 26 domestic incidents. Over the past seven years, 936 women were killed by men in England and Wales.

Domestic Abuse is the highest risk facing North Wales Police due to the broad impact on the victim (physical, psychological and financial), the number of recorded crimes and an increasing trend.

The public were overwhelming in their support for Domestic Abuse 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.

One of the first decisions I made following the election was to purchase an additional 301 body worn video devices. My main reason for doing so was the impact such devices would have in Domestic Abuse cases in improving the evidence available in such cases and therefore increasing the number of successful Domestic Abuse prosecutions.

Victim Care will continue to be of great importance to me. However, I believe there is also a need for greater perpetrator intervention programmes across North Wales.

## How we'll make a difference?

- Work with Crown Prosecution Service to monitor the impact of Body Worn Video on Domestic Abuse prosecutions.
- Ensure that the minority of victims who are men suffering from these crimes are equally supported.
- Increase the use of perpetrator programmes in North Wales to reduce repeat offending and repeat victimisation.
- Reduce re-offending by delivering effective justice and addressing factors that can lead to and aggravate criminal behaviours.
- Make reporting of domestic abuse as straightforward as possible.
- An experienced Independent Domestic Violence Advisor will be offered as a supporter and advocate to each high risk survivor.

- All incidents of Domestic Abuse will be investigated. Repeat victims and perpetrators will be identified and dealt with appropriately.
- Work with the Betsi Cadwaldr University Health Board to provide training for General Practitioners on domestic abuse awareness (IRIS project).
- Ensure that police training is informed by national reviews and projects such as [Femicide Census](#).

## What will we achieve?

- Victim confidence in the reporting of Domestic Abuse to North Wales Police.
- Appropriate number of specialist officers with the appropriate training in order to meet demand.
- Improved victim experience through the criminal justice process.

## Commissioned services

To assist North Wales Police in delivering this priority I will commission

- The North Wales Victim Help Centre
- Independent Domestic Violence Advisors
- Perpetrator Intervention Programmes



## Want to know more?

- Contact the national Domestic Violence helpline by phoning **0808 2000 247**
- Contact the North Wales Victim Help Centre on **0300 30 30 159** or email [northwales.helpcentre@victimsupport.org.uk](mailto:northwales.helpcentre@victimsupport.org.uk), website [www.victimhelpcentrenorthwales.org.uk](http://www.victimhelpcentrenorthwales.org.uk)

# Modern Slavery

## Why is this important?

Modern Slavery is an umbrella term used to refer to the exploitation of vulnerable people through activities such as human trafficking and forced labour. This crime is often hidden from public view, with victims frequently reluctant to approach the police due to the levels of control and fear placed upon them.

Victims of Modern Slavery experience a high level of physical, psychological and financial harm in the majority of cases. Although it is currently hard to quantify the scale of Modern Slavery, it is assessed as likely that we will identify an increasing number of incidents over the next year.

Victims of Modern Slavery often do not recognise themselves as victims and may view the situation as preferable to previous experiences. We also need to ensure that the victims are recognised as victims and not dismissed simply as perpetrators of other crimes such as illegal immigration, prostitution or shoplifting. We need to create the right environment for victims to have the confidence to come forward knowing that the police and criminal justice system will find a better outcome for them. The challenge for North Wales Police and other agencies will be to ensure victim engagement strategies reflect this. I am encouraged by the on-going work of the Regional Anti-Slavery Working Group, led by Isle of Anglesey County Council, and the Force and I will continue to support and contribute fully to its further development.

## How we'll make a difference?

- Holyhead Port makes North Wales a key area in the UK for Modern Slavery. The Force will assess the intelligence reports of movement of people to determine the correct response.
- I will seek to influence UK Government to protect the level of resources working within grant funded UK Ports under the provisions of the Modern Slavery Act 2015.
- Fully engage with national organisations including the Anti-Slavery Commissioner to co-ordinate activity.
- Educate and inform the public on what signs to look out for in identifying Modern Slavery.
- Encourage victims to come forward in confidence that they will be treated well by North Wales Police.



## What will we achieve?

- Increased reporting of offences of Modern Slavery.
- Deliver an effective multi agency action plan to tackle these offences.
- Increased awareness of Modern Slavery within our partner organisations.

## Commissioned services

- A new Sergeant post focused on working with partners to gather intelligence on Modern Slavery
- A new dedicated Modern Slavery Victim Care Officer within the North Wales Victim Help Centre

## Want to know more?

- View the Modern Day Slavery fact page on our website [www.northwales-pcc.gov.uk/en/Advice/Modern-Slavery.aspx](http://www.northwales-pcc.gov.uk/en/Advice/Modern-Slavery.aspx)
- [www.antislavery.org](http://www.antislavery.org)

# Sexual Abuse

## Why is this important?

The number of rape and other serious sexual assaults, often committed by partners or people known to their victims, reported to the police are high. However, they remain under reported and more needs to be done to encourage victims to come forward, regardless of when the crime was committed. Non recent crimes will be treated with the same professionalism and respect as current offences.

In relation to child sexual exploitation (CSE), a multi-agency regional CSE plan was developed some time ago. The Onyx team established by North Wales Police to tackle these abhorrent offences will continue to further develop their work. I will work with our partners to ensure all that can be done to safeguard these children is given the priority it deserves.

## How we'll make a difference?

- Make reporting of sexual abuse as straightforward as possible.
- An experienced Independent Sexual Violence Advisor will be offered as a supporter and advocate to each high risk survivor.
- Men suffering from these crimes will be equally supported, even though they make up the minority of victims.
- Increase the use of perpetrator programmes in North Wales to reduce repeat offending and repeat victimisation.
- All incidents of Sexual Abuse will be investigated. Repeat victims and perpetrators will be identified and dealt with appropriately.
- The continued development of proactive capability within the Paedophile and Online Investigation Team (POLIT) in identifying perpetrators of child sexual exploitation, including those accessing indecent images of children through the internet and effective multi-agency working to protect children identified as being at risk.

## What will we achieve?

- An increase in reporting of sexual and domestic abuse reflecting increased victim confidence.



- An overall better service for victims affected by domestic and sexual abuse.
- More perpetrators brought to justice.
- More confidence in the reporting of domestic and sexual abuse.

## Commissioned services

- Independent Sexual Violence Advisors and Children and Young Persons Sexual Violence Advisors working within the Sexual Assault Referral Centre

### Want to know more?

- Contact Stepping Stones on **01978 352 717** or [www.steppingstonesnorthwales.co.uk](http://www.steppingstonesnorthwales.co.uk)
- Contact RASASC North Wales on **01286 669267**
- Contact the North Wales Victim Help Centre on **0300 30 30 159** or email [northwales.helpcentre@victimsupport.org.uk](mailto:northwales.helpcentre@victimsupport.org.uk), website [www.victimhelpcentrenorthwales.org.uk](http://www.victimhelpcentrenorthwales.org.uk)
- For more information visit my [website](#)

# Organised Crime

## Why is this important?

The Government regards serious and organised crime as one of the greatest threats to the UK's national security and costs the UK more than £24 billion a year. The National Serious and Organised Crime Strategy is built on the framework used for counter terrorism and sets out how opportunities will be taken to prevent people getting involved in serious and organised crime, strengthen protection against and responses to it, and most importantly to pursue the criminals behind it, prosecuting and disrupting their activities.

It is estimated that the costs of Organised Crime Groups (OCGs) across various crime types are: drugs supply (£10.7 billion), organised fraud (£8.9 billion) and organised immigration crime types (£1.0 billion).

Threat, risk and harm assessments have highlighted that Higher Tier Organised Crime and drugs supply bring greatest harm to our communities. There is effective planning in place to tackle Criminal Use of Firearms, Drugs Supply and Possession, Child Sexual Abuse and Exploitation, Terrorism and Domestic Extremism.

## How we'll make a difference?

- We will focus our resources on the priorities of the National and Force Strategic Assessment.
- We will have a close working relationship with Titan, the Regional Organised Crime Unit and the National Crime Agency.
- We will seek to influence the UK Government to maintain current staffing levels at Holyhead Port.
- We will seek to influence Border Force and Immigration Enforcement to increase their checks at Holyhead Port.
- We will continue to map OCG's in North Wales and ensure effective exchange of intelligence between partners.
- Work in partnership to disrupt at a local level – targeting problem premises and activities resulting from Organised Crime.
- Relentlessly pursue offenders through traditional policing methods.



## What will we achieve?

- A full assessment of the OCG's operating in our area and a multi layered response to disrupt these groups and particularly those posing the greatest risk/harm.
- Publicise our success stories achieved through Operation Scorpion, thereby increasing awareness of this type of criminality in North Wales.
- Deployment of effective disruption tactics.
- Effective youth intervention where young people are known to affiliate with OCGs.
- Better pathways for drug users to seek treatment.

## Want to know more?

- View the Titan website [www.titanrocu.org.uk](http://www.titanrocu.org.uk)
- View the National Crime Agency website [www.nationalcrimeagency.gov.uk](http://www.nationalcrimeagency.gov.uk)

# Delivering Safer Neighbourhoods

The visible presence of the police deters crimes which occur in public places, reassures the majority of the public and reinforces its links with the police.

However, as I have stated within this Plan, there are now more crimes committed online than on the streets. Accordingly, our diminishing resources must be focused on the areas of greatest threat, risk and harm.

As Police and Crime Commissioner, this presents a tremendous challenge for me. I am determined that our diminishing resources must focus on the areas of serious criminality and vulnerability, yet our communities repeatedly tell me they want a visible police force.

Delivering visibility is extremely challenging because of the reasons I outline above and throughout this Plan. We must differentiate between being visible and being accessible.

According to a recent HMIC effectiveness inspection, North Wales Police is good at engaging with the public. It regularly uses a range of methods to gauge opinion and this informs how it prioritises its policing activities. Local people have an opportunity to contribute to setting neighbourhood level policing priorities and assist with finding the right solutions.

Safer Neighbourhood Teams (SNTs) are in place across all areas of the force and local people should have access to their policing services through named and familiar points of contact. There is a strong emphasis on PCSOs getting to know their local area through visible foot patrols, face to face meetings and community events. 'Pop up' police stations are used in areas where there are particular issues or concerns, such as in Rhyl, where there was a problem with street drinking. Community engagement plans and district control plans have been introduced in order to set out how the force intends to communicate with communities.

There is also an opportunity for North Wales Police to continue to develop its digital and online presence as an effective form of engagement. These increasingly popular media will continue to supplement traditional policing methods and officers on the street – making the Force's services more accessible through webchat, social media and other online presence.

## How we'll make a difference?

The Police Reform and Social Responsibility Act 2011 requires me to hold the Chief Constable to account for the effectiveness and efficiency of engagement with local people (Section 1, (8) (e)).



To hold the Chief Constable to account I will scrutinise the Force community engagement plans on a quarterly basis to ensure the plans are being implemented and of greater importance, issues being raised by the communities are being acted upon and fed back accordingly.

To establish a multi-agency problem solving event to share best practice and further develop the problem solving philosophy between police and partners.

## What will we achieve?

- Safer neighbourhoods that feel safe. Confidence and satisfaction rates will continue to be monitored through the Strategic Executive Board.

The findings of my scrutiny of community engagement plans will be reported to the Police and Crime Panel.

**Want to know more?**

- Find your local neighbourhood team  
[www.north-wales.police.uk/your-neighbourhood](http://www.north-wales.police.uk/your-neighbourhood)
- Find more information about the role of PCSOs  
[www.northwales-pcc.gov.uk/en/Advice/PCSO](http://www.northwales-pcc.gov.uk/en/Advice/PCSO)

# Protecting Vulnerable People

As stated earlier, I have chosen my priorities of Organised Crime, Domestic Violence, Sexual Abuse and Modern Slavery primarily because of the assessment of threat, risk and harm.

However, also of great importance to me is the vulnerability of the victims of these heinous offences. 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.

Nationally, the police service is expanding its understanding of vulnerability and North Wales Police is keeping abreast of this evolving picture and must continue to do so. The Force will need to work in partnership with other agencies to protect people before crimes are committed.

Each of the areas listed below cannot be tackled by the police in isolation. It is for that reason I will not hold the Chief Constable to account for delivering these priority areas.



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 to each of these areas and feature with the Regional Community Safety Plan.



# Mental Health

It is obvious to state that having a mental illness is not a criminal offence. Yet despite that basic fact, it continues to present huge demands for the police service.

There is an urgent need to recognise the growing number of people with mental health issues that present to criminal justice agencies as vulnerable people.

By its very nature it is a health issue. People who experience mental illness should never be placed in police custody. The Chief Constable and I will work with the Health Board to ensure provision is available within the health service so no one is detained within custody because of a lack of suitable provision for them.

New Authorised Professional Practice, which is national police guidance, has been recently published by the College of Policing to give police officers the knowledge they need to resolve situations concerning mental health and ensure the public get the most appropriate service.

For the first time, police training and guidance will include information to assist officers when responding to calls relating to suicide and bereavements. It also includes incidents that involve mentally ill and mentally vulnerable people and those with learning difficulties. The guidance should assist our officers to provide a consistent response to the public.

Despite this improvement in police training, I am clear in my view that the police are not the correct response to people experiencing mental illness, despite an improvement in the awareness and training of such issues.

## How we'll make a difference?

- Working in partnership with the Health Board and other partners, further develop our understanding of the needs and demands associated with mental ill health to improve the response to people with mental health issues, in particular our ability to identify vulnerability and target services and support to help people in crisis.
- Raise awareness of mental health issues by supporting local and national campaigns

- Encourage victims who experience mental illness to report hate crimes
- Monitor the implementation of the mental health crisis care concordat across Wales

## What will we achieve?

- A further reduction in the number of S.136<sup>2</sup> detainees in custody
- Working in partnership with the health board and other partners, further develop our understanding of the demands associated with mental illness to improve the response to people with mental health issues, in particular the ability to reduce vulnerability.
- A re-balancing of demand to ensure that, where appropriate, this moves from police towards the health board, so that individuals in crisis receive the best possible care, and the right professional provides the support needed
- Improved availability of suitable provisions as an alternative to police custody

### Want to know more?

- Contact the North Wales Victim Help Centre on **0300 30 30 159** or email **northwales.helpcentre@victimsupport.org.uk**, website **www.victimhelpcentrenorthwales.org.uk**
- View the Mind website **www.mind.org.uk**

<sup>2</sup>The **Mental Health Act 1983**, is the law which can be used to take you to a place of safety using section 136 to assess you for a mental illness. The police can use S.136 of the Act to take you to a place of safety when you are in a public place. They can do this if they think you have a mental illness and are in need of care. A place of safety can be a hospital or a police station.

# Children, young people and older people

## Why is this important?

The needs, rights and welfare of all children and young people are of paramount importance within the world of policing.

We will endeavour to protect children from harm, support young victims and witnesses and aim to reduce repeat victimisation. 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 thrive.

We undertake to ensure that children and young people have a voice and we will engage and listen to the voices of children and young people in shaping our services.

Some older people are also considered to be vulnerable, particularly in relation to fraud. As a society we are living longer so there are more older people who will be targeted for online fraud in particular, which places significant demands on the police service. Older people need to feel and remain an active part of our communities whether they live in their own homes or are in residential care. I want police officers to be visible and proactive in reassuring our communities.

## How we'll make a difference?

- A new Children and Young People Strategy setting out how my office and I will engage with and consult children and young people.
- The strategy will also set out how I will scrutinise the Force on their engagement and consultation activities for children and young people. We will look at specific areas of police business such as local policing and also their methods of communicating.
- We will play our part in supporting relevant Welsh government initiatives such as 'First 1000 days' and Adverse Child Experiences.
- We will review our own consultation and engagement activities to ensure we have varied and effective practices in place to hear the voices of children, young people and older people on policing matters.
- Work with the Older People's Commissioner and the third sector in raising awareness of fraud and online fraud in particular.



## What will we achieve?

- Improved confidence of children and young people in North Wales Police
- Regular engagement with older people
- Reduced number of young people being drawn into the criminal justice system
- Fewer young people becoming victims of crime

## Want to know more?

- Visit the Children's Commissioner for Wales website [www.childcomwales.org.uk](http://www.childcomwales.org.uk)
- Visit the Older People's Commissioner for Wales website [www.olderpeoplewales.com/en/Home.aspx](http://www.olderpeoplewales.com/en/Home.aspx)
- First 1000 Days [www.ianphi.org/documents/pdfs/wales.pdf](http://www.ianphi.org/documents/pdfs/wales.pdf)
- View the Adverse Child Experiences PDF [www.cph.org.uk/wp-content/uploads/2016/01/ACE-Report-FINAL-E.pdf](http://www.cph.org.uk/wp-content/uploads/2016/01/ACE-Report-FINAL-E.pdf)

# Drugs

## Why is this important?

My views on drugs are well documented and formed part of my manifesto when running for election. Drug addicts should not be criminalised, they are vulnerable and should be treated as such. Quite frankly, the war on drugs was lost a long time ago and a new approach is required. Countries such as Portugal are leading the way in this regard and provide an example of what can be achieved through a whole system approach supported by strong leadership and innovative thinking.

Working with councillors in Wrexham, I would like to pilot an Enhanced Harm Reduction Centre in the area where addicts can inject themselves safely, hygienically and under medical supervision.

I am also in favour of legalising cannabis for medicinal purposes. The debate around drug policy has moved on considerably in recent years and the view that cannabis for medicinal purposes should be legalised is not only held by me but is shared by many Commissioners of all political hues.

The All Party Parliamentary Group on Drug Policy Reform [APPG] 2017, has called for the drug's legalisation for medicinal use and there is significant research that signposts that its use is of considerable benefit to sufferers from MS and other forms of illness and that at least 30,000 people use it daily.

Illness can be an isolating experience, especially if your medicine is illegal, and it is surely wrong that people seeking relief from suffering should be criminalised for using cannabis to treat their illnesses.

The emergence of New Psychoactive Substances (NPSs) and their relatively unknown level of prevalence and impact on crimes remains an area of concern. I will work with the Area Planning Board to identify the scale of the problem locally and ensure effective support services are in place.



I am clear that the Chief Constable must enforce the law of the land and cannot be held to account for delivering what I believe to be the correct approach to tackling drug addiction. It is a public health matter and should be treated as such.

I believe:

- Drug addicts should be treated as patients rather than criminals.
- Improved access to Enhanced Harm Reduction Centres and heroin assisted treatment rooms would reduce acquisitive crime and the number of discarded needles in our communities.
- Those who require cannabis for medicinal purposes should be able to access lawfully.

## Want to know more?

- Visit our website [www.northwales-pcc.gov.uk/en/Advice/Substance-Misuse.aspx](http://www.northwales-pcc.gov.uk/en/Advice/Substance-Misuse.aspx)
- All Wales Drug and Alcohol Helpline **0800 633 5588**
- Welsh Government Substance Misuse Strategy [http://gov.wales/dsjlg/publications/community\\_safety/strategy/strategyen.pdf?lang=en](http://gov.wales/dsjlg/publications/community_safety/strategy/strategyen.pdf?lang=en)

# Hate Crime

## Why is this important?

A hate crime is any criminal offence that is motivated by hostility or prejudice based upon the victim's personal characteristics such as disability, race, age, gender, religion or belief, sexual orientation or transgender identity.

Whatever the reason, it is totally unacceptable. It can destroy lives, instil fear and break down the fabric of communities. Victims of hate crime must have the confidence to come forward to report to the police, safe in the knowledge that they will be treated properly and sympathetically by the police service.

Unfortunately that is not the case at this moment in time. Hate crime remains hidden and under reported. There are unfortunately many reasons why hate crime is prominent at the current time. The EU Referendum result, national rhetoric around immigration along with the concerns already held by many communities are just some of the things that have combined to increase fear and tensions within communities.

Whilst I welcome the Welsh Government's funding for the annual Hate Crime Awareness Week (which takes place in October each year) one week of activity simply isn't enough and more should be done throughout the year to raise awareness of hate crime. Now is the time to shine a light on hate crime and to encourage reporting for victims and also to deter perpetrators.

The [Equality Act 2010](#) sets out the equality duties placed on public sector bodies. Both North Wales Police and I are bound by this legislation. We have a responsibility under the Act to meet the general and specific duties demonstrating the promotion of fairness and equality throughout the operation of policing services in North Wales.

Our [Joint Strategic Equality Plan](#) is a four year plan which outlines the equality challenges faced in policing North Wales and how we jointly intend to meet and overcome these. The plan was updated with a new version published in October 2015. This Plan provides the updated strategic focus for equality in North Wales Police up to 2019.

## How we'll make a difference?

- Provide effective responses to incidents of hate crime, and I will work with the Chief Constable and partners to ensure appropriate support services for victims of hate crime are provided across North Wales.
- Scrutinise complaints made to the Professional Standards Department concerning victims of hate crime
- Monitor and assess our approach to the Equality Act across all areas of business ensuring equality and fairness throughout the organisation and across our policing priorities
- Ensure that we engage and communicate with people of North Wales and that we do so in an accessible and inclusive way
- Increase the confidence of members of the community to report hate crimes

## What will we achieve?

- Increased reporting of hate crimes
- Appropriate support mechanisms for victims of all hate crime, regardless of characteristics
- Further improvement in the quality of service statistics for victims of hate crime
- Continued dedicated support resource within the Victim Help Centre

### Want to know more?

- Contact the North Wales Victim Help Centre on **0300 30 30 159** or email **northwales.helpcentre@victimsupport.org.uk**, website **www.victimhelpcentrenorthwales.org.uk**
- Victim Support **www.victimsupport.org.uk/help-and-support/get-help/support-near-you/wales**
- View my website **www.northwales-pcc.gov.uk/en/Advice/Hate-Crime.aspx**

# 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.



In addition to counter terrorism, some new key risks identified include:

- Understanding the vulnerabilities for individuals and groups to get involved in Terrorism and Domestic Extremism.
- Unplanned public disorder.
- Business continuity - climate risks such as flooding, loss of power, cyber incident etc.

## Estates and Facilities

The significant investment in the police estate continues with the recent signing of the construction works contract for the new Eastern Command and Custody Facility in Llay at a total project cost of £21.5 million with the opening scheduled for August 2018. The new facility in Llay will be complemented with the establishment of a police station in Wrexham town centre in the former Oriel building near the Guildhall to ensure that policing visibility in the town is maintained. These two projects will deliver modern facilities on the eastern side of the Force to replace the outdated police station in Bodhyfryd, Wrexham. In addition, the new police station in Llandudno is currently under construction and will be opening in November 2017.

The new joint fire and police stations in Nefyn and Tywyn reflect the partnership working between the emergency services and the estate will continue to be reviewed during 2017 to identify further opportunities for co-locating stations without affecting the service delivery of policing in communities.



# Finance and Resources

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

Of my entire budget of £143.217m in 2017/18, I will allocate a net budget of £141.162m to the Chief Constable for the delivery of policing in North Wales.

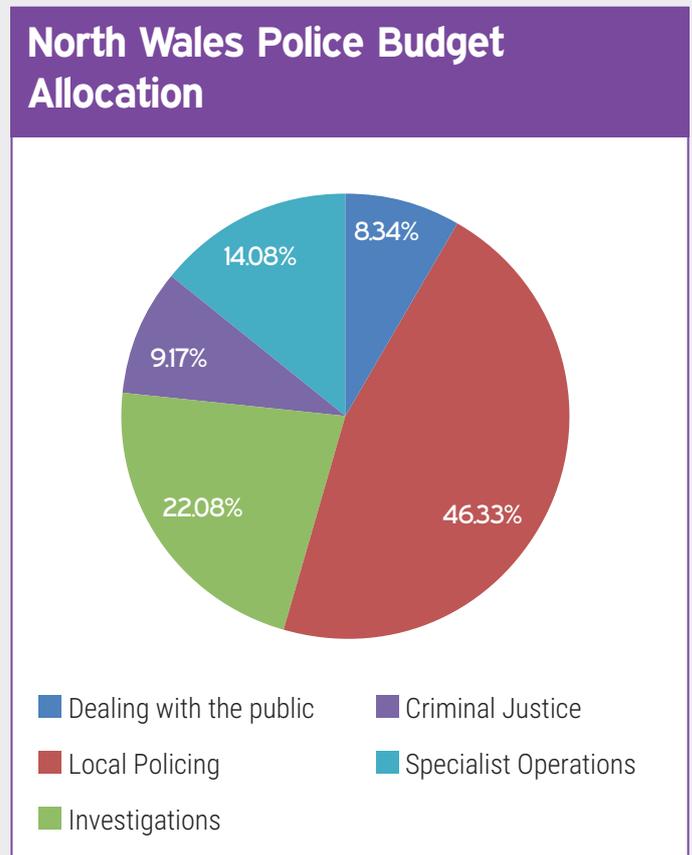
In 2017/18 government grants will fund 50.08% of my budget, with the remaining 49.92% coming from council tax.

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 2018/19 onwards.

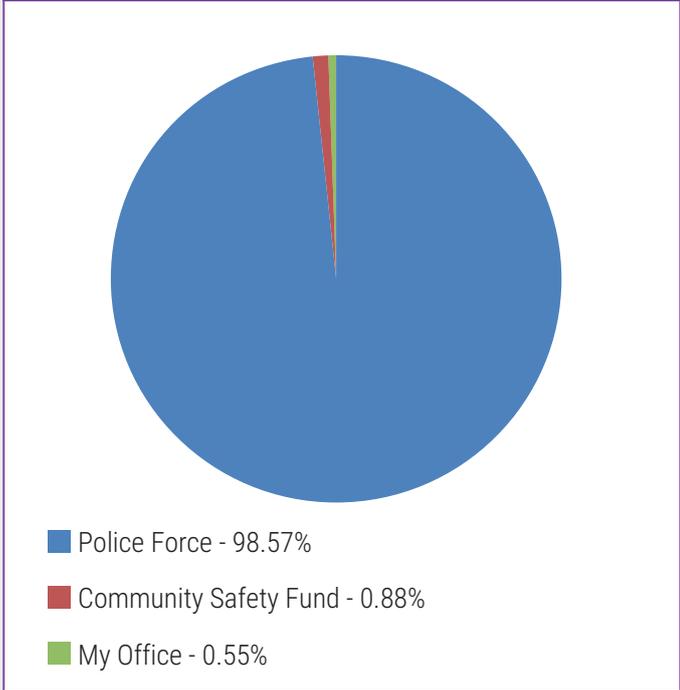
Full details of the 2017/18 budget and working assumptions for later years are shown in the [Medium Term Financial Plan](#).

## Where the money is spent

This Police and Crime Plan increases the focus on heinous crimes such as domestic violence, sexual violence and modern slavery. However, this must be balanced with the need to continue local policing services; and to ensure 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.



### Allocation of the Commissioner's Budget in 2017/18



The Force continues to face significant financial challenges. In addition to the £26.939m annual savings which have been achieved since 2010/11, an additional £2.686m will be saved in 2017/18, and plans are in place to save a further £2.238m by 2021/22.

## 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.

# Finance and Resources

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 objectives;
- I will work with partners to ensure services are delivered in the most effective way;
- 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. HMIC value for money profiles will assist me with this work, by enabling me to compare North Wales Police with other police forces.

## Capital Investment

In order to deliver the promises within this Police and Crime Plan, it is necessary to invest in buildings, vehicles and equipment which enable officers to police effectively.

Since becoming Police and Crime Commissioner, I have purchased 301 additional body worn video kits, which now allows all officers and PCSOs to use these devices whilst on duty. These devices are proven to be particularly useful in the aftermath of domestic violence incidents.

The most significant project planned for the immediate future is to relocate the police station in Wrexham, and to build new office and custody facilities in Llay.



## 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 (£5.189m) 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.

# Scrutiny and standards

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 continue to receive independent reports from Her Majesty's Inspectorate of Constabulary (HMIC). The demands placed on the Force by the HMIC are a source of real concern for me. Whilst police forces have had their budgets slashed, the HMIC have received an increase in their funding. The Home Office top slice all force budgets to fund areas such as HMIC and the Independent Police Complaints Commission.

It is my view that the communities of North Wales would be shocked to learn of the huge amount of time, effort and resources North Wales Police has to invest in order to prepare for and respond to HMIC inspections.

In 2015, North Wales Police were inspected on their crime recording standards. HMIC found North Wales Police to be in the top 5 performing forces in England and Wales with a compliance rate of 94%. Yet further demands are made by HMIC, all of which incur greater cost and I must ask myself the question, why?



In 2014, a [Code of Ethics](#) for the police service was introduced. It sets out the standards of behaviour expected of officers and staff working in the police service. I take this into account in my scrutiny of the performance of North Wales Police. As a former police officer and former Police Federation representative, I believe that the great majority of police officers and police staff carry out their duties with great integrity and to the highest of standards.

If the actions and behaviour of officers and staff were to fall below those standards, there are checks and measures in place in North Wales Police that ensure that those issues are dealt with effectively. My Deputy and I scrutinise how the Force handle complaints and meet with the [Professional Standards Department](#) regularly to identify areas of concern.

# Performance and Accountability

## Your experiences

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 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 constructive proposals for improvements. Further information on the work of the joint audit committee is available on my [website](#).

## Commissioning

The Police Reform and Social Responsibility Act 2011 allows me to commission services directly from providers external to the police service. The Act and the [Home Office Financial Management Code of Practice](#) make it clear that all grants and funding previously paid to Police Authorities as well as certain partnership funding sources will be paid directly to police and crime commissioners. Therefore monies from the sources listed below are now paid directly to commissioners:

- Drug Intervention Programme Funding (Home Office)
- Community Safety Grant (Home Office)
- Youth Crime and Substance Misuse Prevention Grant (Home Office)
- Proceeds of Crime Act income
- 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.

# Performance and Accountability

Effective commissioning depends on the core commissioning cycle shown below;

<b>UNDERSTAND</b>	Working with partners to identify local needs and best practices whilst recognising the resources available locally and attempting to align services.
<b>PLAN</b>	Determining how we individually, and in partnership, address needs effectively, efficiently and fairly.
<b>DO</b>	Make decisions to secure improved outcomes.
<b>REVIEW</b>	Monitor service delivery against expected outcomes.

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 continue to 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)
- Independent Domestic Violence Advisors (IDVA)

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 2017/18.

The current process of allocating funding to police and crime commissioners on an annual basis does not lend itself to adequate long term planning. When commissioners were informed of their grants for 2017/18 the Ministry of Justice also advised that the 2018/19 notification would be accompanied with indicative funding for a further three years. I welcome this progressive step which will assist with long term funding and allow me, where I can, to provide assurance to the services that I fund.

One of my statutory responsibilities is to award crime and disorder grants. My office currently provide funding to the community safety partnerships across North Wales. This is an arrangement that I inherited when I was elected and is one that I do not support. One public body giving funds to another public body to commission services is neither efficient nor effective.

Where possible I will commission services directly, ensuring that all expenditure goes towards delivering my policing priorities.