

**AGENDA ITEM 5b**

The North Wales Police and Crime  
Commissioner's Police and Crime Plan

'Security at home; safety in public places'

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## Introduction by the Police and Crime Commissioner

In November 2012, I was elected as the first Police and Crime Commissioner for North Wales. In that role, I am the public's representative in its dealings with North Wales Police. One of my key responsibilities is to set the strategic direction for policing in North Wales. The purpose of this Police and Crime Plan is to explain how I propose to do that. It explains my police and crime objectives, what financial and other resources I shall make available to the Chief Constable, the means by which the Chief Constable will report to me on his provision of policing, and how his performance of these objectives will be measured.

As a Police and Crime Commissioner, my overriding duties are to deliver an efficient and effective police force which clearly demonstrates value for money and, above all, cut crime. Achieving these aims would reassure the public that they are safe in their homes and in public places. In deciding on my police and crime objectives, I have kept these duties constantly in mind. The relationship between the Police and Crime Plan and the police budget will be of the highest importance, and in considering how to ensure that they are linked I have also kept in mind the fluctuating nature of demands, capacity, and capability, and that these are directly affected by budgetary constraints.

The duration of the Plan will be 5 years but I shall review it at regular intervals in light of changes to the Secretary of State's guidance and any other material changes of circumstances.

The Plan is intended to be a strategic document but I propose that there be an action plan below it which apart from giving expression to the strategies will enable me to measure delivery of the Plan's objectives and to hold the Chief Constable to account for delivery. When read with the Plan, the action plan will provide a core mechanism for driving improvements in a clear and accountable way. It should not contain any more detail than is really necessary to enable managers to identify and focus on what they need to do. Together, the two documents will serve to communicate my intention to the public, partners, the Police and Crime Panel and other stakeholders. This Plan respects the operational independence of the police, advising what in strategic terms they need to achieve but not how they should achieve it.

Although the Chief Constable and his officers are a primary audience for the Plan, my aim is to place stakeholders, users of the service, and beneficiaries at the heart of it. My intention is that it will provide the public, including partner agencies and victims of crime, a clear understanding of what they can expect from the police service and the commissioner.

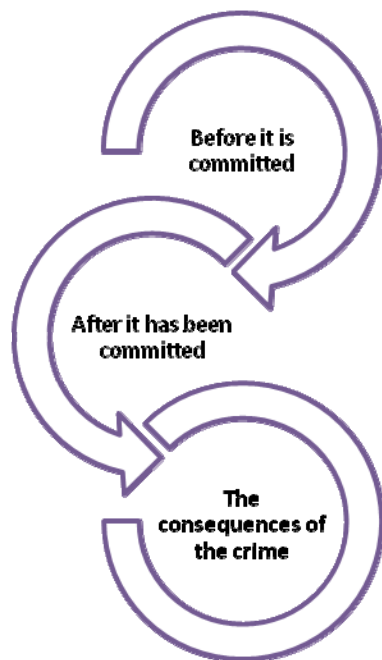
In preparing the Plan

- I have sought the views of the public;
- Taken into account the demographic and geographical makeup of the different parts of North Wales including the wide variations in population and the particular vulnerabilities of isolated areas;
- Considered the known demand for policing and other related services;
- Had regard to advice on how to achieve value for money;
- Co-operated with criminal justice bodies and partners;

- Made provision to ensure that the Chief Constable and I fulfil our duties with regard to equality, diversity and the Welsh language;
- Consulted with the Children’s Commissioner and had regard to the need to safeguard and promote the welfare of children;
- Considered how I can support both victims and witnesses of crime;
- Had regard to the Home Secretary’s Strategic Policy Requirement;
- Considered my role as outlined in the Policing Protocol Order 2011 and the Police Reform and Social Responsibility Act 2011;
- Had regard to the Secretary of State’s guidance and codes of practice;
- And taken into account of the views of the Chief Constable;

The other core standards on which the policing requirements of this plan are centred are human rights, sustainability and professional standards – and these will be cross-cutting themes throughout the Plan. I have also taken into account my election manifesto which the public supported during the election.

Broadly speaking, there are three stages to a crime and each one has a cost element and consequences for the community and the individual.



*Before the Crime is committed:* Prior to the crime being committed there is an opportunity to disrupt, divert or prevent it, whether through visible policing, social or other community support mechanisms

*After the Crime has been committed:* the cost is that of investigating the crime, arresting and charging the suspect, cost of remands, cost of the trial process and the cost of administering and applying the sentence whether it be custodial or non-custodial.

*The consequences of the crime:* the consequences for the victim and his/her community may take the form of emotional, physical and/or financial harm. The simple truth is that if the crime is not committed none of the costs or suffering that relates to the second and third stages will be incurred, and that is why I believe

in the prevention of and the reduction of victim based crime. It makes good sense, therefore, to invest in preventing the crime.

Since the election, I have been learning about the organisation which I am now charged with governing and listening to people’s views about it, especially how they benefit from the service delivered by the police, how they think it could be improved, and their key concerns about crime in North Wales.

Part of the background against which I have prepared this Plan and its objectives is the significant reduction in victim based crime which has been achieved recently. I congratulate the Chief Constable

on that achievement and I also acknowledge the contribution to this by our partners and communities. I have consequently adopted the strategic objectives which account for this success.

During the election period, I spoke to many hundreds of people at various public places. The overwhelming majority of these expressed strong support for the five aims I described in my manifesto:

- increase the visible presence of the police;
- security at home and safety in public places;
- work with the Chief Constable and officers to ensure the best police service;
- reach out and build partnerships inside and outside the criminal justice system;
- be accountable to the public for every penny spent and every decision made.

If there is one thing missing from those manifesto commitments it is express recognition of rural crime. I learnt of the extent of that class of crime after I drew up my manifesto and during my many visits to the animal markets and my meetings with farmers and their union representatives. I have specifically requested the Chief Constable to create an operational delivery plan to address rural crime.

There is no doubt in my mind as to the high priority given by the public at large to having more police officers on the front line. Nor can there be any doubt that the visible presence of the police deters crime, reassures the public, and reinforces its links with the police.

I have been informed by the Chief Constable that considerable thought went into the current four policing priorities and that these were “worded as they were so as to make their intention clear”. They are

- reduce crime and anti-social behaviour that impacts on our communities;
- protect people and reduce harm;
- provide quality service that delivers confidence within our communities;
- promote a well led, organised and skilled workforce.

He has also drawn my attention to the findings in a recent survey that the workforce understands what is required of it. I have no doubts about the validity of these points. Although Parliament has transferred to the commissioners’ responsibility and the authority to set the police and crime objectives, it could not possibly have intended that the commissioners should change existing objectives simply for the sake of doing so. In my view, it is important to the efficiency of the Force to maintain continuity of priorities and objectives in so far as doing so is consistent with the overriding duties I identified earlier. I have kept these several points in mind in drawing up this Plan.

#### **What then are my priorities for achieving these aims?**

For the several reasons I have outlined above I have come to the clear conclusion that I should adopt these four objectives and that doing so would enable me to fulfil the overriding duties I described earlier. I am confident that they can enable my five manifesto commitments to be addressed.

## The strategic outcomes

As I explained in my introduction, my overriding duties are to deliver an efficient and effective police force which clearly demonstrates value for money and, above all, cuts crime.

To enable me to fulfil these duties, I have set four objectives- my police and crime objectives. These are:

- Reduce crime and Anti-Social Behaviour
- Protect people and reduce harm
- Deliver a quality service that meets the needs of our communities
- Promote a well led, organised, and skilled police force

My expectation is that together these objectives will deliver the following outcomes:

### Security in the Home

This is of greatest importance to all of us. Feeling safe, secure, and unthreatened by crime, criminals, and intimidation from whatever source.

I will work towards improving people's security at home and their perception of security at home, and towards reducing victim based crime.

### Safety in Public places

People living, working and visiting North Wales need to feel safe in public places, the day and night.

I will work towards improving people's safety in public places and their perception of safety in public places, and reducing victim based crime.

### Visible and Accessible Policing

There can be no doubt that the visible presence of the police deters crime, reassures the public and reinforces its links with the police. I believe that nothing is more effective in deterring crime than enhanced police visibility and that key to communities feeling safe is the knowledge that the police is an accessible service that will be available when needed most.

I want to work towards enhancing police visibility and accessibility.

## The Police and Crime Objectives:

### Reduce Crime and Anti-Social Behaviour

**Reducing victim based crime** will be a core area of business for North Wales Police. The Force's Crime Reduction Plan will form the foundation of our approach and will guide our actions. By continuing to reduce crime we will reduce emotional, physical and financial harm to victims. By effectively tackling crime and reducing reoffending, the burden on the criminal justice system will be lessened.

The police are an **emergency service** and it is important that officers are visible, accessible and, most important, respond promptly to emergencies. However, a proactive rather than reactive approach delivered together with partner agencies is essential to help address the root causes of crime and prevent harm to communities.

The Force is currently engaged on a review of its processes which will not only reduce and **manage demand more effectively** but also free up policing capabilities to support the additional officers that will be recruited during the course of the year. I will support this process as it is extended across the Force area.

The Force cannot tackle crime and disorder on its own. To reduce crime, reduce re-offending, improve safety and enhance public confidence it needs to work in a focused way within the communities and with its partners. I intend to **work closely with our partners** to achieve better collaborative opportunities to challenge criminal behaviour and to rehabilitate offenders.

We will continue to develop the use of **restorative justice and community resolutions** to help ensure the views of victims are heard and that offenders realise the true impact of their activities on others. The core aim of this is to work towards reducing levels of re-offending with particular emphasis on **reducing repeat victimisation**.

## Protect people and reduce harm

It is the Force's duty to respond as effectively and as quickly as possible by **delivering protection, reassurance, and support to victims**, arresting offenders and investigating offences.

Different people can become more vulnerable in different circumstances or situations. This may lead to **increased vulnerability to crime** and escalate the potential impact of crime on them. It is important that the police force is able to recognise vulnerability effectively and respond. It will need to ensure that emerging threats are identified and tackled at the earliest opportunity in order to minimise risk and mitigate harm.

The Force is in the process of establishing a dedicated team to tackle the crime of **rape**. Victims of crimes of this nature are often reluctant to report incidents to the police and it is important that the police continue to work to enhance the quality and consistency of the police response to these crimes in partnership.

The numbers of **people killed or seriously injured on the roads** in North Wales is still comparably high. The Welsh Government, the UK Government, local agencies and the police have been working together to reduce these risks and it is important they continue to do so.

The **Strategic Policing Requirement (SPR)** identifies the following threats to national security, public safety, public order and public confidence and it requires police forces to work together to combat those threats:

- Terrorism
- Civil emergencies
- Organised crime identified in the National Security Risk Assessment at Tier 2 level
- Public order which cannot be managed by a single force acting alone
- Large scale Cyber incidents
- Major events that have national implications

Although the issues identified are in a national context, they can have a devastating impact locally, in particular organised crime groups who traffic illegal substances into our communities. I will ensure that North Wales Police fully contribute to delivering their commitment to the SPR to reduce serious harm to our communities and communities across the UK, and work in partnership with forces in Wales, the North West and other areas to do so.

The **most dangerous and violent offenders** who pose a threat to our communities need to be managed within the criminal justice system. The police and its partner agencies have a critical part to play in managing and reducing these risks.

North Wales Police deals with approximately 1,500 reports of **missing people** each year. Some of the reports are high risk incidents which necessitate intensive police response. The Force has a very close working relationship with mountain rescue teams and other volunteer search teams and we



are grateful for their valuable support. There is also significant work concerning young people who are missing from children's homes and persons who may be experiencing a personal crisis. The Force will continually seek to strengthen and develop its work in this area by working closely with care providers, hospitals, and other public services.

## **Deliver a quality service that meets the needs of our communities**

The needs of the community fall broadly into two parts. The first are the needs identified by the police and other professionals, based on experience, research and evidence. Into the second part falls the needs the community recognises within itself. Essential for identifying the appropriate service delivery for the communities is identifying their policing needs.

Each year, the Force compiles a **comprehensive strategic assessment** of the significant challenges it is likely to face in crime and associated issues in the coming year. The assessment will inform the activities of the Force and its interactions with other agencies. It will also inform the Force as to how it deploys its resources so that officers and staff are allocated to those areas with the greatest need. There are wards where the policing requirements are seen to require different approaches and where the number of officers and staff need to be proportionate to the demand. The Force must also plan to be able to respond appropriately to seasonal variations in population which significantly alter the policing needs of communities during those periods.

I will play a key role in **listening to communities** to find out what their issues and problems are and to ensure that the service needs they recognise within themselves are brought to the attention of the chief officer team in North Wales Police. For more detail on how I intend to undertake this role see details of my performance and accountability arrangements at page 13.

I believe that a visible and accessible police service forms a key part of delivering an effective service to our communities as is responding to the different needs of different communities. For example the rural communities have expressed their desire for support in tackling rural crime. To this end, I have specifically requested the Chief Constable to develop an operational delivery plan to address rural crime.

North Wales Police can be proud of the fact that it leads the way in Wales in supporting and sponsoring the use and learning of the **Welsh language**. Not only is it legislatively important to deal with people in the language of their choice, it is also an important indicator that the Force truly cares about its communities. I will continue to drive the organisation towards being a bilingual organisation within a bilingual criminal justice system.

A new **Victims and Witnesses Code of Practice** is currently being developed by the Ministry of Justice, and I intend to work with the Force and partners to implement this.

I will develop and monitor both my own and the Chief Constable's progress in implementing the Joint Equality Plan. The Force will treat every person who comes into contact with its service with **dignity and respect**.

It is the intention of the Government that I, as the Police and Crime Commissioner, rather than central government, shall be responsible for decisions regarding the local support required to help victims cope with the immediate impact of crime. In commissioning services I will seek to identify good practice and services that already provide appropriate support, and work with the public, as well as the private, and voluntary sectors, to develop new services. Details of my plans will be

published in due course. I will also monitor victim satisfaction data to identify areas that require improvement or should be acknowledged for working well.

## **Provide a well led, organised, skilled workforce**

Having a skilled, well led, and well organised workforce is essential for delivering an effective service. The majority of the resources which I provide to the Chief Constable will be spent on people, and I shall look to the Chief Constable to equip the workforce with the skills necessary to discharge their duties effectively.

In my first year as commissioner I have increased the council tax percept so that I can fund an additional 51 police officers. I recognise the contribution made by volunteers, in particular those who freely give up their time to work with the Special Constabulary, and I support the proposed increase in the number of special constables. The Special Constabulary gives real meaning to the expression 'the police is the community; the community is the police'.

I support the Chief Constable's Policing Strategies for Delivery (Appendix B). Collectively these strategies empower staff and officers to make reasoned choices in approaching their duties and can support the achievement of my police and crime objectives.

I have already met many members of staff and officers at all levels including community support officers and special constables and I have been impressed by their commitment. I will continue to meet and listen to them throughout the duration of this Plan. I will ensure they continue to receive the training, support and guidance which is necessary for delivering a service of the highest quality. I support the importance which the Force attaches to team working and '**active leadership**' at all ranks and grades of staff.

The staff and officers should be motivated, well managed, and have confidence in the service. I will support the Chief Constable in identifying and addressing issues raised by staff and officers through both the annual **cultural survey** and by encouraging a good relationship with staff associations.

The **College of Policing** will provide evidence based learning and development opportunities, and I will encourage the Chief Constable and his team to make best use of this national resource. I will also encourage continual improvement and learning and development within the organisation.

The Chief Constable aims to create a clear and transparent organisation and governance structure. I fully support him in that aim, and shall apply it to the organisation and governance of my own office. It is important that we are both able to demonstrate that in our respective organisations we have clear communications and management structures which are fit for purpose.

Confidence in the **integrity and professional standards** of the police service is essential if our communities are to respect and trust the police. I will work to promote the highest level of professional standards and will work with the Independent Police Complaints Commission (IPCC) and the Force's Professional Standards Department to maintain those standards and address failures. I will ensure that we learn from mistakes whether they be our own or those of others.

I will liaise with external bodies such as Her Majesty's Inspectorate of Constabulary (HMIC) and the College of Policing to maximise opportunities for improvements.

Whilst maintaining close engagement with the Force and other stakeholders, I shall maintain my own independence and that of my office. I shall respect and support the operational integrity of the

Chief Constable but I shall also ensure that the strategic direction of the force is set after wide consultation. The process of consultation will continue throughout the year.

## Performance and Accountability

### Reduced Victim Based Crime

Victim based crime represents over 80% of all crime recorded. As the name suggests it is victim focused and concentrates on four main offence types: assault, sexual offences, stealing, criminal damage and arson. The level of victim based crime will be a key measure of the Chief Constable and the police force's performance and of the safety of people in North Wales.

The use of this measure will allow the public to measure the success of North Wales against other police forces.

Underpinning a victim based crime reduction target is a performance framework that includes key measures across our core policing business, and financial information such as overtime, budget spend, and fuel costs. All monitoring will be on an exception basis using statistically robust methods to identify positive and adverse trends and issues for further examination through the Strategic Executive Board or other forums. The Force publishes this local performance information on a monthly basis through the [Performance Summary](#), and each month, following a review undertaken through the Strategic Executive Board, I will publish my observations, comments or agreed actions that arise from that performance summary.

It is my intention to have ongoing engagement with the police, public and stakeholders on delivery against agreed objectives including publishing information at regular intervals which will enable those living in North Wales to assess the performance of the Chief Constable and my own performance in exercising our respective functions.

Through the North Wales Safer Communities Board I will work with our partners in the community safety and criminal justice sectors to develop an appropriate performance framework that will measure our collective performance and impact.

### Your experiences

Listening to your views about policing and crime issues in North Wales is crucial to enable me to monitor the impact of this Plan. Your views will inevitably accompany the performance framework.

I intend to publish a Community Engagement Strategy jointly with the police force and other partners who might find mutual benefit in working together to gain feedback from the public. The Strategy will set out how I will be proactively seeking the public's views about our progress, be it positive, negative or indifferent, in delivering our outcomes. The feedback will enable me to have a real insight into our work, and I will use it to scrutinise the work of the Force and if necessary revisit elements of the Police and Crime Plan.

The Joint Community Engagement Strategy is intended not to compromise my independence or undermine relations that have already been established with the police, but to ensure that we work together to engage appropriately and be clear about when we should be engaging separately. The

strategy will also provide a key step in progressing towards delivering a more visible and accessible police service, and enable me to monitor progress.

I shall carry out an annual survey to find out in a more scientific way, how we are progressing towards our aims. Prior to commissioning the first survey I will consult with the public to refine the questions.

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), independent inspections, and external and internal audits. The Board will be chaired by me as commissioner and shall also be made up of the Chief Constable, Deputy Chief Constable, the Assistant Chief Constable, the Director of Finance and Resources of the police force and the Chief Executive and Chief Finance officer of my office. It will meet once a fortnight or at such other intervals as I shall decide in consultation with the Chief Constable. The business of the Board shall be determined by the Board and it shall include reports by the Chief Constable as to his provision of policing and the police and crime objectives, how he is fulfilling his duties relating to equality and diversity, and the means adopted by North Wales Police to safeguard and promote the welfare of children amongst other matters.

### **The Police and Crime Panel**

The Police and Crime Panel has a statutory responsibility to scrutinise my activities as the Police and Crime Commissioner. Through my publication scheme, I will aim to proactively publish information to aid the Panel and the general public in following my work and activities. In addition to responding to their requests and questions, I will provide periodic reports to the Panel on my activities as commissioner and my progress against the Police and Crime Plan.

I am required to consult the Panel on certain key decisions- but as they are also part of the community of North Wales and represent the communities of North Wales I intend to involve them in monitoring the progress of the Plan.

### **The joint Audit Committee**

The Chief Constable and I have decided to set up a joint audit committee the function of which will be to support and challenge certain activities undertaken by the Force and my office, and to provide constructive solutions for improvements. We have recently advertised for members.

## Finance and Resources

I have set out the finance and resource which will be provided to the Chief Constable for delivering policing in North Wales.

I do so to demonstrate the important relationship between the police and crime objectives and the resources which will deliver the service. I have kept in mind throughout my preparation of this Plan the all-important questions; *“Can we afford it?”* and *“are we making best use of our resources?”*.

For 2013/14 I will allocate a net budget of £141.705m to the Chief constable for the delivery of policing in North Wales.

### **The funding of North Wales Police**

The main sources of Police funding are Government Grants paid by the Home Office and the funding raised through Council Tax contributions. Local council tax payers currently provide 44% of the funding for the police service whilst central government Police grant accounts for 56%. I have raised the council tax for next year by 3.98%. This allows for an overall budgeted increase of 0.57%. This has let me reduce the effect of cuts made by central government on the Force, and allowed savings identified to be reinvested in the policing and crime objectives in this plan.

### **The Police Grant**

No announcement has been made in respect of settlements from 2014-15 onwards. This introduces a high degree of uncertainty on future finances, especially as the formula which the Home Office uses to allocate funding is to be reviewed.

Full details of the Budget Forecast and changes for 2013-14 and future years are shown in the [Medium Term Financial Plan](#)

### **Where the money is spent**

Throughout the duration of this Plan I will be working to ensure that we maximise the amount of money that is spent on delivering front line services. However, the back office functions are also very important for ensuring that police officers, community support officers, special constables and police staff spend their time delivering a police service and not spending any more time on administrative tasks than is really necessary.



- Delio gyda'r Cyhoedd/Dealing with the public
- Plismona Lleol/Local Policing
- Ymchwiliadau/Investigations
- Cyfiawnder Troseddol/Criminal Justice
- Ymgyrchoedd Arbenigol/Specialist Operations

To ensure the effective and efficient use of resources I will adhere to the following principles :-

- Ensure resources are focused on our main purpose – to provide a safer North Wales.
- Target resources to deliver the Police and Crime Objectives
- Increase the capacity of the frontline service
- Ensure streamlined support services work to provide real support to the front line
- Work with our partners to maximise opportunities for joint working and collaboration.

Throughout the duration of this Plan I will be keeping our expenditure under review to ensure we are allocating our resources effectively. The HMIC Value For Money Profiles will form a central part of this work.

### **Capital Investment**

I believe people want an accessible police service and that it is important to have an appropriate infrastructure to support the delivery of policing across North Wales. Therefore I am committed to maintaining local police stations or contact points unless it is quite clear that the provision is not required. I will shortly be publishing full details of this within the Esatates Strategy. Between today and the end of 2015 I will be overseeing £18million of capital investment in the police service. The majority of the investment will be in local police buildings, and supplemented by necessary investment in IT, fleet and other necessary infrastructure. The most significant project will provide a new station and custody facility in Wrexham. There will also be a new station built in Llangefni.

### **Reserves and Resilience**

A substantial part of policing is in providing a first line emergency response. The Force can find itself faced suddenly by a large scale emergency with large financial consequences (as was experienced during 2012-13) and even more than one incident at the same time. To address this risk and reduce the impact of such incidents on the remainder of core business, it is necessary to hold substantial balances in reserve. These ensure that emergency responses are determined by policing need rather than affordability.

The General reserve (£7.189m) is used to fund the day to day cash flow needs and provide the first line of resilience. The Medium Term Financial Plan (MTFP) provides full details of the planned usable reserves and earmarked reserves (such as pension and PFI).

## **Commissioning**

The Police Reform and Social Responsibility Act 2011 (the Act) allows me to commission services directly from providers external to the police service. I will be publishing my commissioning framework in the coming months but central to my goals for the commissioning of services will be both the delivery of the Police and Crime Objectives and the achievement of the outcomes within this Plan.

I intend to use the Commissioner's Community Safety Fund to commission services from partners, the private sector, the voluntary and community sectors, with the aim of supporting the police to deliver the Police and Crime Objectives. 2013/14 will be a transitional year for the Fund, which will enable me to fully review existing programmes.

## Appendix A: About North Wales

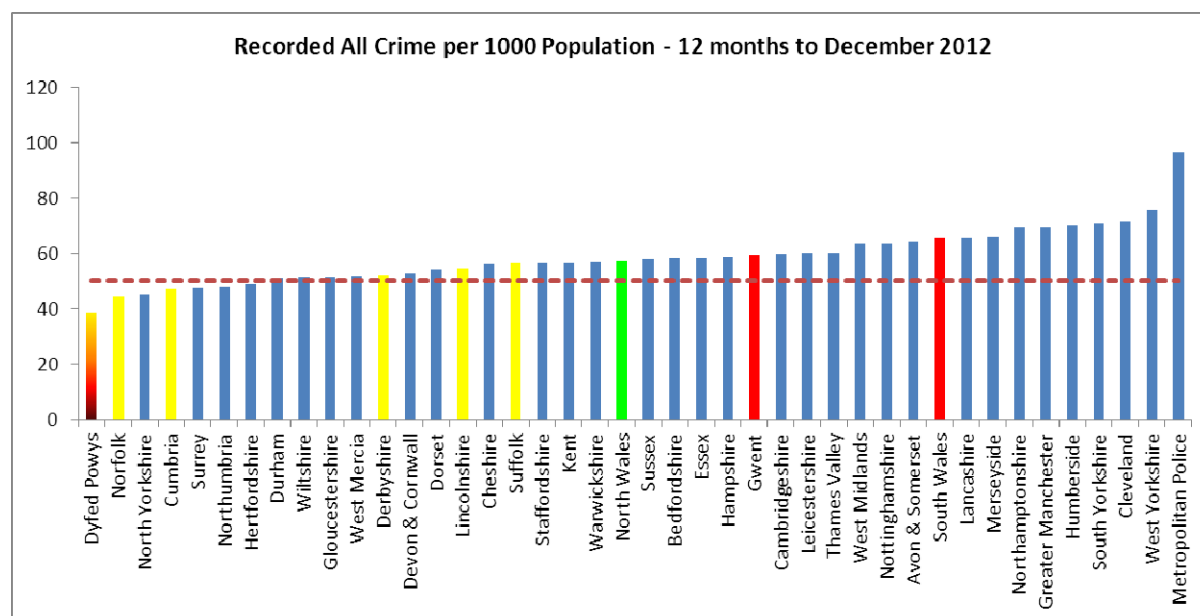
North Wales is regarded as one of the most beautiful places to live and visit in the UK. With a population of 687,500, the North Wales force area covers an area of 6,300 square kilometres extending from Bronington in the East to Aberdaron in the West and from Cemaes Bay in the North to Aberdyfi in the 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 Cadwalader University Health Board and by the North Wales Fire and Rescue Service and Authority. The area is serviced by the Wales Probation Trust and the Welsh Ambulance 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 numerous busy towns, many of which attract a high volume of tourists during the summer months.

### Crime and Anti-social Behaviour

North Wales can be regarded as one of the safest places in England and Wales. There has been a sustained reduction in victim based crimes over recent years. North Wales was ranked 21<sup>st</sup> nationally, 7<sup>th</sup> in its Most Similar Group (MSG), and 2nd in Wales with 57.282 crimes per 1000 population, compared to an MSG average of 50.211 in December 2012.



### Policing North Wales

The Force itself manages the policing of these six counties through central direction for some policing issues, such as managing major incidents and dealing with organised crime, but the bedrock of its policing activities is firmly rooted in the ten local policing area commands based in the communities they serve. These are:



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

In the last financial year (2011/12) North Wales Police received 87,712 emergency '999' calls and a total of 457,008 through the non-emergency numbers including '101' (Welsh language line 23,561 and English language line 433,447). In the same period 21,242 arrests were made.

## Appendix B: Policing Strategies for Delivery

The Chief Constable has adopted the following internal policing strategies to enable delivery and thereby support the Police and Crime Objectives:

### **1. Put Prevention First**

Prevention of crime, anti-social behaviour or other harm will be at the top of our agenda and will be our initial consideration in all that we do.

When we respond to calls for assistance and attend incidents or as we go about our pro-active engagement or patrol we will think first about how we can prevent crime, anti-social behaviour or other harm.

### **2. Consider the way we do things from the perspective of the public**

We provide a service for the public and this must drive what we do. Our actions should always prioritise the needs of the public. In all that we do we will consider what the public in general would expect of us.

### **3. Relentlessly pursue those who cause the greatest harm in our communities**

“Greatest harm” relates to the seriousness of any offence or the combined effect of persistent offending. In each and every case we will endeavour to effect arrests and minimise harm without unnecessary delay.

### **4. Create ownership and responsibility at all levels**

Ownership provides purpose, pride and accountability.

By creating systems, processes and teams that promote and enable ownership we will provide a more effective environment for prevention, crime detection and solving problems we face.

### **5. Be active leaders, at all levels**

As leaders we will actively engage with and support those we lead. We will focus on enabling and challenging our officers and staff to deliver the best results towards achieving our priorities.

This means involvement, innovation and discussion about performance, processes and action to improve outcomes.

### **6. Be bold in reducing unnecessary demands**

Our resources have reduced; we will ensure that none of our effort is wasted.

Individually we each have a responsibility to get things right the first time. Multiplication of effort is simply a waste of time. We will question things that appear to add little value to what we do.

We have a responsibility to ensure that our efforts are not wasted. We will strip away those systems and processes that do not contribute to achieving our vision. Our appetite for risk will increase, particularly in those areas that have limited direct bearing on service delivery to the public.

## Appendix C: North Wales in a national context

### The Strategic Policing Requirement (SPR)

The Strategic Policing Requirement sets out the Home Secretary's view of the national threat that the police must address and the appropriate national policing capabilities required to counter the identified threats. I must have due regard for the Strategic Policing Requirement when amending this document and the Chief Constable must have due regard for the Strategic Policing Requirement when exercising his functions. I must also hold the Chief Constable to account for doing so.

The Strategic Policing Requirement is split into two parts. Part one identifies the threats to national security, public safety, public order and public confidence, with the following identified as threats

- Terrorism
- Civil emergencies
- Organised crime identified in the National Security Risk Assessment at Tier 2 level
- Public order which cannot be managed by a single force acting alone
- Large scale Cyber incidents
- Major events that have national implications

Part two outlines the national policing requirement, required nationally to counter the threats set out above. Together with national agencies the Police and Crime Commissioner will hold the Chief Constable to account for each requirement and will also have regards to the requirement when setting the local Police and Crime Plan. The following are the identified requirements:

- Capacity and Contribution
- Capability
- Consistency
- Connectivity

North Wales Police have a number of measures and initiatives in place to address these requirements, many of which are built into, and regarded as, business as usual, for example:

**Wales Extremism and Counter Terrorism Unit (WECTU):** WECTU is an all Wales specialised unit which responds to threats posed by national and international and domestic extremism. The unit also works with partners in communities to build confidence and trust to target and disrupt terrorists and extremists.

**Public Order Trained Officers:** North Wales Police have a number of officers who have received training as part of the national police public order training curriculum. The public order trained

officers are deployed to public order or public safety events within North Wales, and are also available on mutual aid to assist other Forces when the need arises.

**Assistance at National Events:** North Wales Police take an active role in supporting national events, for example a number of officers were deployed to London during the Olympics to support the Metropolitan Police during the busy period.



