



Police and Crime Plan

2025-2028



SWYDDFA COMISIYNYDD HEDDLU
A THROSEDD GOGLEDD CYMRU
OFFICE OF THE POLICE & CRIME
COMMISSIONER NORTH WALES

HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE



Contents

Foreword	01
Priorities	
A local neighbourhood policing presence	
Serious and Organised Crime	02
Rural and wildlife crime	04
Road safety	06
Antisocial behaviour	08
Supporting victims, communities and businesses	
Violence against women and girls	10
Business and retail crime	12
Responsiveness	13
Cyber crime	14
Hate crime	15
Modern Slavery, Human Trafficking and Organised Immigration Crime	16
A fair and effective criminal justice system	
Domestic violence perpetrators	18
The North Wales Victims' Panel	20
Equality, diversity, inclusion and ethics	21
Finance and resources	
The funding of North Wales Police	22
Where the money is spent	23
Capital investment	23
Sustainability and decarbonisation	24
Reserves and resilience	24
Governance and accountability	
The local area, its people and their needs	25
The service delivery landscape	26
Community safety initiatives	27
Key partnership policies, protocols and strategies	27
Bespoke services commissioned to support the plan	29
How the plan has been developed	31

My Priorities



A local neighbourhood policing presence

- Serious and Organised Crime
- Rural and wildlife crime
- Road safety
- Antisocial behaviour

Supporting victims, communities and businesses

- Violence against women and girls
- Business and retail crime
- Responsiveness
- Cyber crime
- Hate crime
- Modern Slavery, Human Trafficking and Organised Immigration Crime



A fair and effective criminal justice system

- Domestic Violence Perpetrators
- The North Wales Victims' Panel
- Equality, diversity, inclusion and ethics



Foreword

I feel immensely honoured to have been re-elected as Police and Crime Commissioner (PCC) by the people of North Wales in May 2024. It shows that they are happy with the work I have been doing over the last three years to make policing more effective, efficient and accountable. There is always more work we can do and this, my second Police and Crime Plan, sets out my priorities for the next four years and what our communities across North Wales can expect from their Police Force.

My pledge to the people of North Wales is simple – I will continue with my constructive, challenging and collaborative ‘deep dive’ approach to North Wales Police’s performance, which I believe has contributed to the improvements we have seen during 2023/24 where crime fell by 13% and positive outcomes for victims increased.

Ahead of the election, I once again published a clear vision for a safer North Wales through my manifesto. It is the vision the public voted for, it is the vision that I have consulted on extensively since being re-elected and it is the vision contained within this Plan.

I have written this Plan with your help and I am grateful to the thousands of people that completed my survey and those that I have had the opportunity to meet since being first elected in May 2021.



I have listened to what the public want through an extensive consultation exercise which saw more than double the number of responses I received in 2021. I have listened to the concerns of the business community and the voluntary sector that works so hard to support us. I have listened to the police officers, police staff and volunteers who carry out their roles with the utmost professionalism and dedication. And, of course, I have listened to the Chief Constable and senior officers. I have also consulted our statutory partners and considered the findings of the national strategic assessment and the local assessment conducted by North Wales Police.

This Police and Crime Plan covers my four-year term as Commissioner (ending May 2028). I will closely monitor how North Wales Police and our partners deliver against the priorities outlined here. I look forward to seeing effective partnership working in the years ahead to deliver these priorities.

Andy Dunbobbin
Police and Crime Commissioner
for North Wales

Priorities and objectives

A local neighbourhood policing presence

Serious and Organised Crime

Prevent and reduce the risk and harm caused by Serious and Organised Crime (SOC) within our communities through awareness, targeted enforcement and collaboration.



Why is it a priority?

SOC presents a significant threat to the day-to-day lives of people in North Wales and poses substantial challenges for North Wales Police. The UK government defines SOC as individuals planning, coordinating, and committing serious offences, whether individually, in groups and/or as part of transnational networks. The main categories of serious offences covered by the term are child sexual exploitation and abuse; illegal drugs; illegal firearms; fraud; money laundering and other economic crime, bribery and corruption, organised immigration crime, modern slavery and human trafficking, and cyber crime.

Locally many problems that appear as antisocial behaviour are directly a consequence of the activities of organised crime gangs, along with the thefts of vehicles, equipment, and livestock from rural communities.

Here in North Wales SOC can have a corrosive effect in all areas of life. Organised criminal networks engaged in such activities will prey on the most vulnerable, turning their lives to misery, affecting our local businesses, and damaging the economy in North Wales.

County Lines drug supply networks, exploiting children for sexual abuse and defrauding of life savings are just examples of the offences all too often being committed. If not prevented, criminals will use violence and intimidation to bring an area into decline. Criminal gangs are increasingly devious, sophisticated, and make use of modern technology. They exploit the internet, often operating across international borders and without concern for the consequences. The long-term impacts of such crimes on people's health and well-being can be devastating. Furthermore, criminals make huge profits and enjoy a lifestyle financed by their ill-gotten gains as everyone else suffers.

What will I do?

- I will scrutinise and monitor North Wales Police performance on the Serious and Organised Crime Strategy.
- As the lead convenor under the Serious Violence Duty, I will collaborate and plan to prevent and reduce serious violence. In particular, tackling criminal exploitation.
- I will ensure the Regional Organised Crime Unit (ROCU) continues to provide specialist capabilities to tackle serious and organised crime that crosses borders into North Wales.
- I will work with local authorities, community safety partners and the third sector to look at all opportunities to prevent and disrupt serious and organised crime.
- I will commission appropriate and targeted services that support victims and divert offenders away from SOC.
- I will explore maximum funding opportunities to continue to support investment in preventative, proactive and analytical resources to tackle organised crime groups.

What does success look like?

- Greater organisational knowledge of SOC and successful delivery of the SOC Strategy.
- Having the capacity and capability to successfully investigate SOC.
- Increased awareness and reporting of SOC.
- Diverting and supporting children and young people away from SOC.
- A resilience to SOC embedded into our most vulnerable communities.





Rural and wildlife crime

Prevent and tackle rural crime, protecting communities through targeted action addressing local needs.

.....

Why is it a priority?

Rural crime is predominately offences that occur in the countryside that affect farming, rural communities, wildlife and habitats. North Wales has a vast rural community that makes an extensive contribution to our Force area. In my previous term in office, I worked closely with the farming unions to develop relationships and ensure that the voice of rural communities is heard. Working with rural communities will remain at the forefront of my engagement to reduce crime and build confidence in policing.

While the volume of crime in rural communities is often lower than in urban locations, the consequences and effect often have a much deeper and far-reaching impact. Farms are homes as well as businesses, which can leave farmers and their families feeling isolated and vulnerable when they are targeted by criminals. The negative impact that crime can have on the farming community can result in a deterioration in mental health. The rural location can provide significant challenges when accessing services and we must work together to deliver support for those who need it.

Policing rural areas is a challenge. However, North Wales Police's specialist Rural Crime Team have enhanced the rural communities' access to policing services. The We Don't Buy Crime initiative has provided thousands of farmers with prevention packs and SmartWater to deter the theft of farm equipment and machinery. There are, however, challenges when tackling other crimes, such as domestic abuse, burglary, and drugs offences due to their differing demands from those found in urban areas.

In 2023, the Welsh Government, in partnership with all four Welsh police forces, developed the Wales Wildlife and Rural Crime Strategy. The strategy highlights five areas of concern surrounding rural crime which include farm crime, bird crime, habitats, mammals and European protected species, mental health and domestic abuse. The overall purpose of the strategy is to ensure that rural communities, habitats, and wildlife receive the highest service and protection from the police.

What will I do?

- I will continue to work together with farming unions and key partners to ensure effective policing in our rural communities.
- I will encourage the reporting of rural crime through promotion with partners.
- I will support the ongoing vital work of our dedicated Rural Crime Team.
- I will create a rural crime forum.

What does success look like?

- Effective policing of rural communities.
- Increased awareness and confidence to report rural crime and increased understanding of the intelligence picture.
- Organisational awareness, capacity and capability to successfully tackle and prevent rural crime.
- Productive engagement with rural communities and partners.





Road safety

Enhance road safety and reduce collisions through education, awareness and enforcement.

.....

Why is it a priority?

Road safety continues to be an issue for the communities of North Wales and covers a wide spectrum from antisocial driving to dangerous driving. Reducing the number of individuals killed or seriously injured on our roads will continue to be my focus. I will work alongside North Wales Police and partner agencies to improve road safety through education, enforcement and prevention.

My Focus

Fatal 5

The Fatal 5 are the primary causes of deaths and serious injuries on our roads. The five are driving carelessly, drink/drug driving, speeding, use of mobile phones, and not wearing a seatbelt. My road safety priority will aim to focus on each of the Fatal 5 to reduce the widespread damage that collisions have on our communities.

Young Drivers

The education of young drivers is vital in reducing the fatalities and serious injury collisions on our roads. I will work to educate, raise awareness and fight for change to protect our communities from dangerous driving. There are two campaigns which I will be supporting during my term in office. The first is a campaign called Olivia's Story, about Olivia Alkir, who tragically died in 2019 following a collision caused by young drivers racing.

The death of Olivia has sparked the campaign to change the law for all new drivers to have a black box fitted which monitors their driving. The second is a request by the AA for new drivers to be prevented from carrying passengers under the age of 21 for the first six months after passing their test. I will continue to use my platform to raise awareness and see changes.

Motorcyclists

The number of motorcyclists killed and seriously injured represented 32% of all fatal casualties in North Wales in 2023. This number has reduced in 2024 due to the ongoing engagement and education provided by North Wales Police. Under Operation Darwen, North Wales Police have worked on engagement and education with motorcyclists using the THINK Bike campaign and Bike Safe. At the time of writing, I am aware of increased incidents of antisocial behaviour linked to the use of e-bikes and e-scooters. As part of my scrutiny and holding the Chief Constable to account I will ensure that these campaigns continue and that there are adequate resources within the roads policing team.



What will I do?

To improve road safety, I will work with North Wales Police, Welsh Government and Local Authorities to ensure North Wales roads are safe and secure.

To complete this I will adopt the following priorities:

- I will support the enforcement and education of the Fatal 5.
- Work closely with Welsh Government and Local Authorities to ensure road safety remains a priority.
- Work with local communities and councillors to tackle speeding hotspots.
- Support campaigns to reduce road-related deaths.
- I will work with the UK and Welsh Government to introduce new legislation to protect our communities from Antisocial behaviour (ASB) associated with e-bikes and e-scooters.

.....

What does success look like?

- Preventing and reducing those killed or seriously injured.
- Supporting victims and families following fatal and serious injuries.
- Organisational awareness, capacity and capability to successfully make North Wales roads safer.

Antisocial behaviour

Reduce and tackle antisocial behaviour through visibility, collaboration and engagement.

.....

Why is it a priority?

Antisocial behaviour (ASB) can have a significant negative impact on the lives of those directly affected and victims may be targeted multiple times over prolonged periods. Where ASB occurs regularly it sends ripples through local communities with increased fear of crime. Where ASB is high, crime often follows. For all these reasons, it is important that ASB is, and continues to be, a focus for neighbourhood policing.

Dealing with ASB also puts a high demand on police resources, so using problem-solving approaches to resolve issues early and reduce repeat demand over time is important. Early intervention and problem solving alongside use of police powers and excellent partnership working within communities, businesses and other professionals forms the building blocks for tackling ASB effectively.



What will I do?

- I will continue to focus on neighbourhood policing teams providing a visible policing presence on our streets.
- I will monitor the Force's Neighbourhood Policing Performance Framework, and its three themes (1) Community Engagement (2) Problem Solving and Crime Prevention and (3) Targeted Activity.
- I will monitor the Force in tackling ASB and repeat offenders through the use of Problem-Oriented Partnership (POP) plans.
- I will monitor the use of Community Resolutions by the Force, which uses evidenced-based approaches and partnership working to tackle issues.
- I will continue to advocate for children and young people to have access to diversionary activities with partners. Where intervention is required, work with the Youth Justice Service is vital as is use of early intervention tools such as Yellow Cards and Second Chance, which aim to prevent reoffending and stop children and young people from entering the Criminal Justice System.

What does success look like?

- Reduce the ASB within our communities.
- Reduce ASB re-offending.
- Community services and activities in place for children and young people.
- Effective partnership problem solving.



Priorities and objectives

Supporting victims, communities and businesses

Violence against women and girls

Making North Wales safer for women and girls. Preventing and reducing violence by ensuring their safety through intervention, education and proactive support.



Why is it a priority?

Violence against women and girls will remain one of my key priority areas. The harm caused damages lives and lasts years, and impacts not only the individual but the wider family, often affecting children the most. It is important that those suffering have the confidence to report and that, when they do, effective support is in place for them. This violence can be physical, sexual, mental or financial and offences can encompass domestic abuse, sexual violence, stalking and harassment.

I acknowledge that domestic violence is also committed against men and boys. However, this is predominantly a gender-based crime, with the majority of offences committed by men and boys against women and girls. Women and girls will therefore remain the focus of our strategies and approaches. I recognise that there are victims from the LGBTQ+ community or those who are victims of honour-based abuse, each facing a unique set of challenges.

Bringing perpetrators to justice is a priority. It provides justice for victims and survivors. It also prevents future victims by the same perpetrator and increases confidence for others to come forward. I also recognise that perpetrators often have complex histories of trauma, so support and rehabilitation need to be in place to prevent reoffending. However, protecting and safeguarding victims and their families is the first priority.

What will I do?

- I will continue to commission services that support victims and survivors.
- I will continue to work with key partners and organisations committed to supporting victims and survivors, and support early intervention programmes.
- I will support research into understanding the needs of victims and survivors and the evaluation of programmes that offer support and advocacy and early intervention work.
- I will support the Welsh Government in delivery of the VAWDASV Blueprint, including tackling harassment in public and workspaces, supporting specific needs of children and young people and the elderly, and tackling perpetrators.
- I will maintain oversight and scrutiny of criminal justice partners to deliver justice for victims/survivors.
- I will work with partners to ensure we support early intervention programmes to tackle misogyny and toxic culture.

What does success look like?

- Joined up partnership delivery and services that support victims and survivors.
- Improved positive outcome rates.
- Reduction in investigation timelines.
- Police are delivering against strategic plans in the fight against violence against women and girls.
- Increased use of Ancillary Orders to protect victims, survivors and effective enforcement.



Business and retail crime

Reduce business and retail crime, supporting the local economy through targeted prevention and strong partnerships with businesses.

.....

Why is it a priority?

North Wales is home to numerous businesses of all sizes. The retail sector helps provide vital services to our villages and towns and keeps them vibrant. Our history, heritage and natural environment attract millions of tourists every year, boosting the hospitality sector.

I do not want our local businesses to struggle with the financial impact of business crime, impeding investment and the growth of operations and impacting the local economy. No business or shop workers deserve to experience physical and verbal abuse when they go to work. Neither do shoppers want to witness these offences, causing them to live in fear and avoid our local villages and towns.



What will I do?

- I will work to reduce fraud and cyber crime.
 - As joint APCC Lead on Retail and Business Crime, I want to work with local retailers to ensure they know what and how to report to the police.
 - I want to ensure that police attend where staff have been abused or threatened. Prolific offenders must be pursued.
 - It is vital that business and retail owners and the police work together to make best use of the technologies available to identify suspects and gather evidence.
-

What does success look like?

- Early intervention and diversion away from the criminal justice system.
- Reduced reoffending.
- Good relationships and engagement with business community and embedding the Retail Crime Action Plan.
- Sharing best practice to improve crime prevention.

Responsiveness

Ensuring a quality and timely response increasing public satisfaction and confidence.

.....

Why is it a priority?

The responsiveness of North Wales Police is raised by members of the public, both with me and my Deputy, far more than any other issue. By responsiveness I mean how quickly a call is answered, how well is it dealt with, and how quickly the Force attends the incident (if required).

Responsiveness also means having a range of effective contact channels available to meet demand and ensuring that the public receive an effective response on all channels.

The 101 non-emergency system in particular is frequently raised, with the public making reference to long wait times and the calls not being answered at all on some occasions.



What will I do?

- I will continue to invest in communication and digital technology in order to improve how the public connect with the Force.
 - I will continue to hold the Chief Constable to account on how the Force respond to calls for service, including from 999 and 101 calls.
 - I will raise public awareness of the various channels available to make contact.
 - I will ensure individuals get the right agency response to their needs.
-

What does success look like?

- Response times of a high national standard.
- Raised awareness of public communication methods.
- Communication methodology aligns to the demographic of North Wales.
- A collaborative and professional response tailored to individual needs.

Cyber crime

Prevent and combat cyber crime, protecting individuals and businesses through awareness, education and technology.



Why is it a priority?

While traditional acquisitive crime such as burglary and vehicle crime remain one of the public's greatest concerns, in reality we are much more likely to be victims of cyber crime than we are to be a victim of a 'traditional' crime. Fraud and cyber crime cover a vast array of offences.

Investigating these crimes and bringing perpetrators to justice is incredibly complex and is a huge challenge to the Force. In support at national level, I will continue to work with UK Government, the National Crime Agency (NCA) and the North-West Regional Organised Crime Unit (ROCU).

What will I do?

- Fund and promote cyber fraud awareness campaigns.
- Hold the Chief Constable to account for pursuing and bringing to justice those who groom children online or those who download or share images of abuse.
- Raise awareness of how children and adults can stay safe online, how to recognise online grooming, exploitation, and radicalisation.
- Support vulnerable people, particularly older people, to be safe online through educational programmes.
- Contribute to national policy discussions to support local practice.
- Ensuring that the Force has the resources, training, and structures in place to ensure investigations can remain effective in a digital age is vital to maintaining public confidence and fighting crime across the board.

What does success look like?

- Improved education and awareness to help the public protect themselves from becoming victims.
- A visible emphasis on working with national and regional partners to develop a more effective national response.
- Increased confidence to report cyber and fraud offences.
- Increasing the number of successful cyber crime and fraud outcomes.

Hate crime

Tackle and prevent hate crime whilst protecting and supporting victims and minority groups.

Why is it a priority?

A hate crime is any criminal offence which is perceived by the victim or any other person to be motivated by hostility or prejudice based upon the victim's personal characteristics (or perceived personal characteristics) such as disability, race, gender, religion or belief, sexual orientation, or transgender identity.

Whatever the reason, it is unacceptable. It can destroy lives, instil fear, and break down the fabric of communities. Victims of hate crime need to have the confidence to come forward to report, knowing they will be taken seriously and treated sympathetically by the police.

Hate fuelled physical and verbal attacks targeted at someone because of who they are, erodes away at social cohesion and leaves instead fear, animosity and divided communities where crime spreads easily. Minority populations are often vulnerable and disproportionately affected by crime and social issues. It is therefore important to take a stand, to take steps to prevent it, and to be active in supporting and protecting victims' rights across North Wales.



What will I do?

- I will monitor and scrutinise the Force's performance in tackling and dealing with hate crime.
- Review hate crime data and victim experiences to ensure hate crime victims receive the most appropriate service.
- Support and lead on regular hate crime awareness raising campaigns to encourage reporting.
- Continued dedicated support resource within the Victim Help Centre.
- I will champion and monitor the use of Restorative Justice and Out of Court Disposals, such as Checkpoint.

What does success look like?

- Increased reporting of hate crimes.
- Appropriate support mechanisms for victims of all hate crime.
- Further improvement in the satisfaction statistics for victims of hate crime.
- Increased positive outcomes, restorative justice and out of court disposals.



Modern Slavery, Human Trafficking and Organised Immigration Crime

Collaboratively prevent and tackle Modern Slavery while best protecting and supporting victims.

Why is it a priority?

Modern Slavery is an encompassing term used to refer to the exploitation of vulnerable people through activities such as criminal and sexual exploitation, forced labour, domestic servitude, and human trafficking. It is often a feature of Serious and Organised Crime including drugs, money laundering and fraud. Its victims include the most vulnerable in our society (many of whom are children), often from disadvantaged and difficult backgrounds, frequently exposed to serious violence and abuse and all of them in need of an effective response.

Modern Slavery in North Wales can be very much a hidden crime. However, projections show that referrals are likely to follow a gradual upward trend over the next four years, with a 22% increase expected by 2027.

In the Force's assessment of risk, Modern Slavery presents one of the highest threat, harm, and risk crime types in North Wales. This is partly due to increases in Organised Immigration Crime and partly due to the complexity of Modern Slavery as a crime. There are also notable intelligence and resourcing challenges.

The highest levels of identified Modern Slavery in North Wales relate to child criminal exploitation, co-related with drug dealing activity and in particular County Lines criminality operating from the North-West of England. There are gaps in intelligence and there is a need to understand the extent of all forms of Modern Slavery affecting North Wales communities.

What will I do?

- I will continue to raise awareness of Modern Slavery in communities and businesses, especially in high-risk sectors.
- I will scrutinise the Force's performance in identifying victims, bringing offenders to justice and supporting victims.
- Lead the partnership approach through the Modern Slavery Services Providers Forum (MSSPF) and Vulnerability and Exploitation Board.
- As the lead convenor of the Serious Violence Duty, I will collaborate and plan to prevent and reduce exploitation and Modern Slavery involving children and young people across North Wales.
- I will ensure access to support services for victims.
- I will monitor and support the Force on its Modern Slavery Statement and relevant procurement practices.
- I will engage on a national level about Modern Slavery with key organisations including APCC, Anti-Slavery Commissioner, National Networks Coordinators' Forum.

What does success look like?

- Increased awareness and identification of Modern Slavery.
- More prosecutions using Modern Slavery legislation.
- More effective partnership working.
- Victims given support fit for their needs.
- Clean and ethical supply chains in the procurement of goods and services.





Priorities and objectives

A fair and effective criminal justice system

Domestic violence perpetrators

Prevent domestic violence re-offending through diversionary programme delivery and restorative justice.

.....

Why is it a priority?

Prioritising the tackling of domestic abuse perpetrators in North Wales is a vital step in ensuring the safety and well-being of individuals and communities. Through early intervention, support, and legal accountability, we can take significant strides in reducing domestic abuse and creating a safer, healthier environment for all.

The primary focus of addressing domestic abuse perpetrators is to protect victims from ongoing harm. By confronting the behaviours of perpetrators, the cycle of abuse can be stopped, victims can be supported to live safer, healthier lives and perpetrators can be supported in changing their offending behaviour.

Domestic abuse often escalates over time, with perpetrators becoming more violent and manipulative. Early intervention with perpetrators, whether through legal, psychological, or rehabilitation programmes can prevent this escalation, reducing the risk of severe injury or even fatalities.

What will I do?

- Implement a range of policies and support services aimed at addressing and reducing domestic abuse, including victim support, perpetrator intervention programmes, and public education to help prevent the cycle of abuse.
- Monitor and scrutinise the Force's performance in identifying perpetrators, investigating domestic abuse, and bringing perpetrators to justice.
- Leading the partnership approach to tackling the root causes of offending through the North Wales Criminal Justice Board.

What does success look like?

- Reoffending is reduced and rehabilitation is improved.
- Positive outcomes for both perpetrators and survivors.
- Changing perpetrator beliefs and attitudes towards women.



The North Wales Victims' Panel (Phase 2)

A North Wales Victims' panel that ensures victims' criminal justice experiences are heard and shared to inform service improvement and positive change.

.....



Why is it a priority?

The Police and Crime Commissioner's Victims' Panel was established in 2023. Its purpose is to give victims in North Wales a voice and improve services provided by Police, Courts, and Crown Prosecution Service (CPS). Only by listening and acting on lived experience can criminal justice agencies improve services.

The Panel is a priority because it empowers victims to instigate improvement and provides timely constructive feedback to agencies on the quality of services delivered to victims. The Victims' Panel is chaired by the Deputy Police and Crime Commissioner and is attended by members of the North Wales Victim Help Centre (VHC) and the Office of the Police and Crime Commissioner (OPCC).

The VHC is a commissioned service of the Commissioner and operated by Victim Support. The Panel meets one victim at a time and in any one session the Panel can meet up to eight victims.

What will I do?

- I will continue to convene the Victims' Panel every quarter.
- I will ensure that we talk to victims who have experience of every stage of the criminal justice system, so that we have an end-to-end view.
- I will share findings from the Panel meetings with other criminal justice agencies.
- Meet with those criminal justice agencies to discuss what actions need to be taken in light of the victims' experiences.
- Lead the partnership approach to ensure that victims have confidence in each stage of the criminal justice system (via the North Wales Criminal Justice Board).

What does success look like?

- Involving victims in the scrutiny and improvement of victim services.
- An effective panel and system with actions to improve services.

Equality, diversity, inclusion and ethics

Why is it a priority?



Policing in the UK is by consent. This makes it vital to have the trust, support and confidence of all communities when planning and managing policing services. There are instances where policing has fallen below the expectations of Black communities. I am therefore pleased to be a key part of the work to improve this.

The Criminal Justice Board for Wales Anti-Racism Action Plan is pivotal in structuring improvements by all Criminal Justice Partners in Wales. I welcome this plan and the oversight it brings to ensuring a fairer policing system in Wales. My Office is actively working to support and implement this work.

Workforce representation is also key to policing by consent and delivering fair policing services. North Wales Police needs to be representative of all people and communities in North Wales, whether that is by gender, sexual orientation, race, religion, or any other protected characteristic. Together with the Force I have a Joint Strategic Equality Plan 2023-2027, which sets out all our equality objectives. Improving workforce representation is a cornerstone of this work.

I cannot discuss equality and inclusion without also referring to the new Code of Ethics (ethical policing principles) launched in January 2024. Recently, across the country, we have seen criminal offences, misconduct and unethical behaviour carried out by police officers and staff that has severely damaged confidence in policing. The findings of the Casey Review, the Angiolini Inquiry, and Operation Hotton were shocking. Policing must demonstrate its ability to respond to these profound challenges and at the core is a strong commitment to ethical standards.

What will I do?

- I will support the Force in promoting the Code of Ethics throughout the organisation and seek assurance that all officers and staff always consider the principles of the Code. My office supports the Board of Ethics and welcomes the independence of its Chair.
- We will work together to continue to embed the Code's principles and to ensure a North Wales Police fit for purpose in the 21st Century.
- I will monitor the Force on its activity to increase and improve workforce representation over the period of this plan.

What does success look like?

- I will engage with the Criminal Justice Board for Wales Anti-Racism Plan Taskforce and I will ensure resources are committed to support the delivery of the Plan.
- A workforce with great understanding and application of the Code of Ethics which is embedded within its organisational culture.
- A more diversely represented workforce.

Finance and resources

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

Of my entire net budget of £200.281m in 2024/25, I allocated a net budget of £197.318m to the Chief Constable for the delivery of policing in North Wales.



The funding of North Wales Police

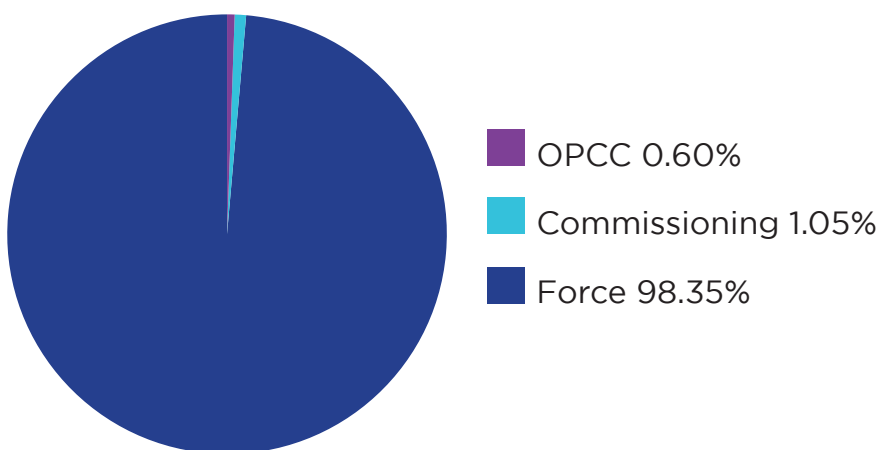
I receive funding from two main sources in order to fund North Wales Police, my Community Safety Fund, and my Office.

In 2024/25 government grants funded 46.9% of my budget, with the remaining 53.1% coming from council tax.

A comprehensive spending review is planned for 2025, and the Police Funding Formula remains under review. Together, these will determine how much we receive in government grants, and this creates a high degree of uncertainty, particularly from 2026/27 onwards.

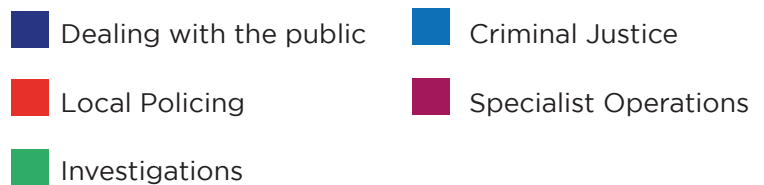
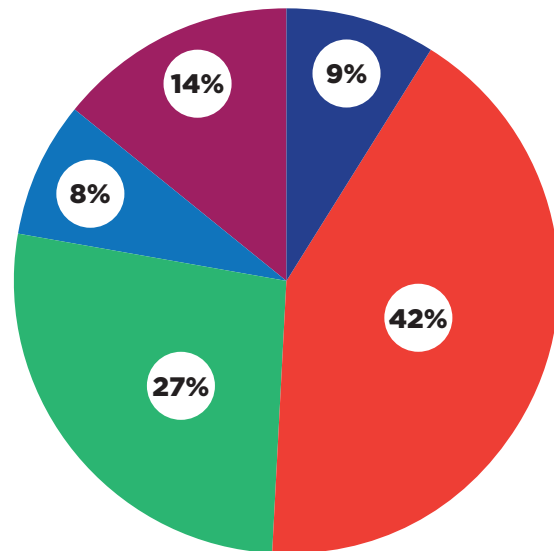
Full details of the 2024/25 budget and the working assumptions for later years are shown in the Medium-Term Financial Plan.

Allocation of the Commissioner's Budget in 2024/25



Financial resources are expected to remain a significant challenge for the Force and OPCC. In addition to the £45.1m per annum savings which have been achieved since 2010/11, additional savings will be required to ensure the budget can be balanced in the medium to long term, with a number of issues continuing to create financial uncertainty.

North Wales Police Budget Allocation



Where the money is spent

This Police and Crime Plan focuses on many key areas. However, this must be balanced with the need to continue local policing services and the neighbourhood policing model, whilst also ensuring that all those working on the front line have adequate back office support in order to maximise the time they are able to spend delivering police services.

As this plan highlights throughout, it is important that we continue to invest in the technology and digital capability that positions us to deal with the challenges that we are likely to face in the future.

As a result, we will continue to deliver against an ambitious change programme to make the best use of digital technology.

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

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

To ensure that resources are used appropriately, I will monitor income and expenditure throughout the life of this Police and Crime Plan. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) value for money profiles will assist me with this work, by enabling me to compare North Wales Police with other police forces.

Capital Investment

The largest single item of capital expenditure in the next few years will be a new police station in Holyhead. There is a rolling replacement programme for our vehicles and plans to replace and upgrade information technology and communication equipment.

Sustainability and decarbonisation

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

In line with legislation and this wider strategy, forces have developed an All-Wales Sustainability and Decarbonisation Strategy, focusing on carbon reduction, sustainable travel, positive procurement, minimising waste, biodiversity, culture and community, and health & wellbeing. Forces have produced both common and force specific objectives against the strategy, in a bid to reducing carbon emissions and improving environmental performance, recognising that the 2020s are a critical period for making progress through to 2030 and beyond.

It is likely that progress over the course of this Police and Crime Plan will include actions to reduce power and heat demands within buildings by increasing usage of low energy and renewables technologies, increasing the number of electric vehicles within the Fleet, continued assessment of contracts in relation to sustainability and social value issues, increasing the biodiversity value of the Estate and improving waste management and circular economy opportunities. Specific funds, a Governance structure and reporting mechanisms have been put in place for North Wales Police to deliver on the strategy and its objectives.

Reserves and resilience

As one of the emergency services, the 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 grant.

The General Reserve (£6.120m at 31 March 2024) is used to fund day to day cashflow needs, and to provide the first line of resilience. The Group Statement of Accounts provides full details of my usable reserves, and any planned use.



Governance and accountability

To ensure we are delivering on the Police and Crime Plan priorities, I have put in place a performance framework. This framework enables us to measure the effectiveness of efforts against the plans objectives by applying clear, measurable, achievable, relevant metrics and targets, allowing us to transparently track progress and demonstrate accountability.

The performance framework will include specific targets and key performance indicators that reflect the goals of the plan and will be regularly monitored and reviewed throughout the lifecycle of the plan. Regular updates on our performance will be shared with the North Wales Police and Crime Panel and I will keep the public informed.

I will publish what the Key Performance Indicators are and regularly publish updates on our progress in meeting the set targets on my website. I will highlight success and address areas needing improvement. By aligning this framework with our core strategic objectives, we aim to provide a consistent, high-quality service and build greater community confidence in policing and increased overall safety in North Wales.

UK Government has also introduced a Neighbourhood Policing Guarantee under their Plan for Change, setting out what communities should expect from their neighbourhood policing team. Neighbourhood policing is a key priority within my plan, the guarantee greatly reflects my objectives for local policing, and I am committed to monitoring and evaluating its delivery.

The local area, its people and their needs

6 Local Authorities

Isle of Anglesey **68,900**

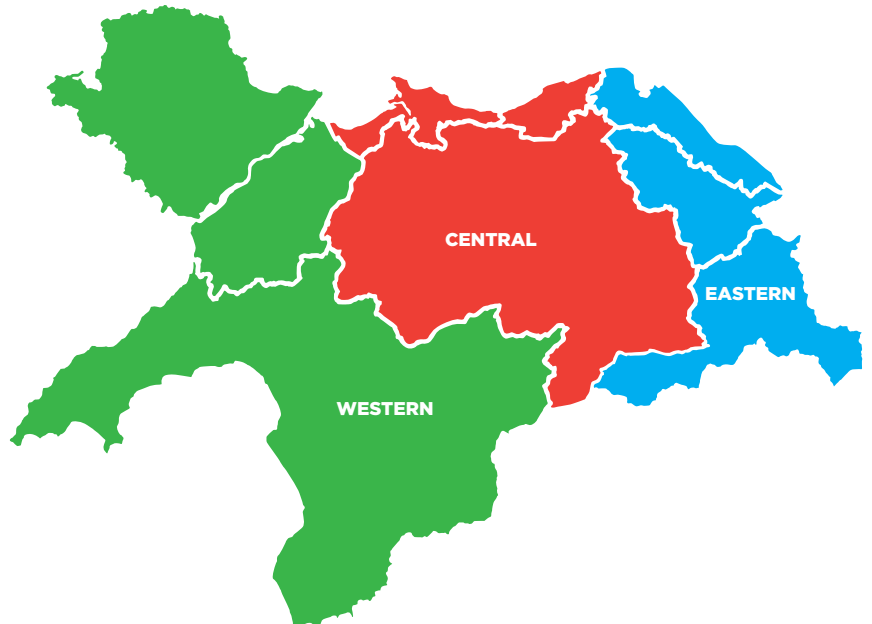
Gwynedd **117,400**

Conwy **114,800**

Denbighshire **95,800**

Flintshire **155,000**

Wrexham **135,100**



- **Population - 700,000**
- **Area - 6,172 km2**
- **An increasing population 65+**
- **A decreasing population under 15**
- **41% speak Welsh**
- **96.8% identify as White**

Police and Crime Plan 2025-2028

North Wales is regarded as one of the most beautiful regions of the United Kingdom. It has a resident population of almost 700,000 people living across an area of 6,172 km² with an average rate of 113.6 per square kilometre. North Wales consists of six local authority areas, namely Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd, and Wrexham. Flintshire is the most densely populated (356 persons per square kilometre) and Gwynedd is the least densely populated (49 persons per square kilometre).

North Wales consists of one Health Board, Betsi Cadwaladr University Health Board, with three main hospital sites. It is also served by North Wales Fire and Rescue Service. North Wales also hosts Holyhead Port, a commercial and ferry port, typically seeing more than two million passengers a year. There is also a prison at HMP Berwyn, near Wrexham. The North Wales Police area is broken down into three policing areas, Eastern, Central and Western.

According to the Wales Index of Multiple Deprivation, North Wales includes 33 areas highlighted as among the 10% most deprived in Lower Layer Super Output Areas (LSOAs) in Wales. The region has an aging population, particularly in rural and coastal areas. The population aged 65+ has increased whilst the proportion aged 15 and under has fallen, a trend forecast to continue. The population of North Wales is much less ethnically diverse than across England and Wales as a whole. 96.8% of the population (665,147 people) identified as White in the 2021 Census.

Welsh-speakers in North Wales form a higher proportion of the population than the other Welsh regions (Statistics for Wales, Statistical Release North Wales, 2020). In 2020 North Wales had 279,300 residents who can speak Welsh (Stats Wales Annual Population Survey 2021). This equates to 41% of the overall population across the six local authorities.

The region has diverse geographic characteristics such as extensive rural communities with the mix of busy towns and coastal resorts, it is also close to large urban areas such as Liverpool and Manchester. Uniquely, each presenting their own challenges.

The service delivery landscape

North Wales Police delivers a wide range of law enforcement activities including:

- **Crime prevention and investigation:** responding to crime reports, investigating incidents and pursuing offenders.
- **Public safety:** preventing and responding to antisocial behaviour, ensuring road safety, protecting the vulnerable and addressing issues like domestic violence.
- **Counterterrorism and national security:** working with national agencies to prevent and respond to terrorism related threats.
- **Specialist services:** providing dedicated units for cybercrime serious organised crime counter terrorism and child protection.

Community safety initiatives

The community safety landscape is shaped by close collaboration between police, local authorities, health services and other key partners. There are several key initiatives and frameworks aimed at reducing crime and enhancing community safety including:

- **Community Safety Partnerships (CSPs):** local CSPs are statutory partnerships between local authorities, the police and other agencies (i.e. fire, health, voluntary sector) aimed at reducing crime and disorder at a local level.
- **Crime Reduction Strategies:** the police work with local authorities to implement crime reduction strategies tailored to specific community needs. These include youth diversion programmes, antisocial behaviour interventions and public awareness campaigns on topics such as road safety or drugs use.
- **Restorative Justice Programmes:** North Wales Police and local justice partners support restorative justice initiatives enabling victims and offenders to engage in mediated discussions aimed at repairing harm and fostering accountability.



Key interdependent partnership policies, protocols and strategies

North Wales Police works within a coordinated framework involving local authorities, the third sector, the health board and criminal justice agencies. Some key partnership policies and strategies include.

The North Wales Criminal Justice Board: This board brings together key criminal justice stakeholders including the police, the Crown Prosecution Service (CPS), courts, probation services and local authorities. The Criminal Justice Board focuses on improving efficiency, ensuring effective management of cases, and reducing delays in the justice process.

Vulnerability and Exploitation Board: The Commissioner collaborates with police, health, local authorities, safeguarding agencies and the third sector to provide a coordinated response to vulnerable individuals, including children at risk of harm and exploitation. This partnership focuses on sharing information and resources to safeguard at risk individuals more effectively.

Prevent Strategy: This is part of the UK government's broader counterterrorism strategy, with a focus on preventing individuals from being drawn into terrorism. North Wales Police works with local councils and other stakeholders to engage with communities, address underlying vulnerabilities and offer early intervention services.

Tackling Domestic Abuse: A comprehensive strategy exists to address domestic abuse in the region which includes both preventative measures (education and awareness) and responsive measures (specialist domestic violence units, coordinated responses between police, health and support services).

North Wales Youth Justice Strategy: This strategy aims to reduce youth crime through early intervention diversion programmes and working closely with schools, youth services and other partners. This integrates restorative justice practises and support for families.

Serious Violence Prevention: The Serious Violence Duty is a key part of the UK Government's programme of work to collaborate and plan to prevent and reduce serious violence; taking a multi-agency approach to understand the causes and consequences of serious violence, focusing on prevention and early intervention. The Police and Crime Commissioner leads on this work on behalf of the North Wales Serious Violence Prevention Partnership which includes all local authorities, the health board, youth offending teams, the Probation Service and North Wales Fire and Rescue Service.

Public Health Approach to Crime and Violence: In line with national trends North Wales Police has increasingly adopted a public health approach to tackling violence, including drug and alcohol misuse, exploitation and youth violence. This involves collaboration with health professionals to understand and address the root causes of offending behaviours.

Criminal Justice System Integration: Courts and Probation Services – North Wales Police is integral to the local criminal justice process, with close links to courts and probation services. For instance, officers work with the Probation Service on risk assessments for offenders released into the community and contributes to the rehabilitation of offenders through community-based initiatives.

Sentencing and Rehabilitation: Collaboration with the Welsh Government and community safety partnerships focuses on ensuring that offenders receive appropriate sentences, ranging from community orders to custodial sentences. This also includes support for rehabilitative initiatives such as drug treatment programmes and community-based supervision.



Bespoke services commissioned to support the plan

Police and Crime Commissioners are responsible for commissioning local support services for victims of crime. It is recognised that not everyone reports crime, and some people are victims of incidents that are classed as 'non-crime' (such as ASB). These victims may still need support to cope and recover, so support is offered, regardless of whether they have reported the matter to the police.

The Police and Crime Commissioner receives a grant from the Ministry of Justice to commission additional victim support services. The Commissioner is also able to secure additional funding from government and other sources to provide support to victims and prevent and tackle crime.

The Commissioner strategically commissions a range of services to meet statutory responsibilities and the priorities of the Police and Crime Plan. These services are funded through a mix of contracts and grants, generally over a medium to long term period. Strategically commissioned services include the following.

Victims' services

Services are commissioned to provide support for victims of crime to help them cope and recover from the harm they have experienced. This includes generic services for victims of crime as well as specialist services for victims of sexual violence and domestic abuse.

Our Victim Help Centre staff are trained to give free and confidential information and support to victims of crime. They help people make sense of what they've been through, tell them about the choices they can make and help them get their lives back under control again. The Domestic Abuse Support Unit (DASU) provides a range of confidential quality services that value and respect survivors of domestic abuse.

The Rape and Sexual Abuse Support Centre (RASASC), provides information, specialist support and therapy to anyone aged 3 and over who has experienced any kind of sexual abuse or violence. RRASASC provides support and therapy to people and families who have been affected by sexual abuse and violence whether recently or historically.

Diversion services

Services are offered to divert adults away from the criminal justice system by providing support to reduce re-offending. Checkpoint Cymru is a voluntary programme that tackles underlying causes of offending behaviour such as mental health problems and substance misuse. It aims to divert low and medium adult offenders away from the Criminal Justice System by providing a credible alternative to prosecution, identifying and supporting relevant needs and the 'critical pathways' out of crime.



Substance misuse services

To provide support for those in the criminal justice system to address their substance misuse with the intention of reducing re-offending.

The Libra service, due to launch in March 2025, aims to engage with substance using offenders in police custody. Supporting them to reduce offending, improve their health and social functioning, engage with multi-agency support and make sustainable lifestyle changes. These can be challenging environments to deliver treatment services within, especially when engaging with individuals who may be particularly anxious, mistrustful and vulnerable. The overarching aim of the service is to provide seamless integrated support to drug and alcohol using offenders.

Children and young people diversionary activity

To provide sporting and other activities which divert vulnerable and at-risk children and young people away from crime and enable them to reach their potential.

The Commissioner provides a range of grants for organisations supporting children and young people. These include the Summer Sports Fund which encourages clubs and youth organisations to apply for funding towards sporting activities over the summer. The aim is to combat issues of antisocial behaviour by keeping children and young people occupied in a positive way, promoting teamwork and exercise, in a fun and inclusive atmosphere for everyone.

Serious Violence Prevention

The Serious Violence Prevention Partnership has invested in a range of projects delivered by the Community Safety Partnerships. One of these is an initiative by Plan UK to run a series of events and activities in North Wales with inspirational speakers, workshops and collaborative discussion for both young men and boys and the professionals that support them, to create a vision for a future Wales without gender-based violence.

Cyber crime and Fraud

Get Safe Online is one of the UK's leading sources of unbiased, factual and easy-to-understand information to ensure online safety. The Get Safe Online Police Cyber Programme offers clear, expert, unbiased, practical advice to support communities.

The programme enables the Office of the Police and Crime Commissioner and the Force to deliver up-to-date, easy to understand, practical information and advice to businesses and communities to encourage safety online with the support of experienced individuals in cyber crime awareness and prevention.



How the plan has been developed

My Police and Crime Plan has been developed principally through a fully bilingual public consultation that ran from 15 July to 27 September 2024 and the feedback received has been incorporated into this plan and its priorities. As well as this survey, the plan has also been formed taking into account priorities laid out within the North Wales Police Strategic Assessment and the national Strategic Policing Requirement.



Public consultation

The primary objectives of the survey were:

- To address the concerns of local communities and incorporate them into the Police and Crime Plan and policing strategies for North Wales.
- To ensure residents have a voice in shaping future services and resource allocation.
- To represent and reflect the views of all sections of the population in the Force's priorities and policing approach.

In total 4,667 public responses were received to the consultation, of whom 4,542 responded in English and 125 responded in Welsh. However, many more indicated they could speak Welsh fluently but chose to complete the survey in English. The survey could be completed online, which was the case for the vast majority of responses, or via a paper copy. An Easy Read version of the survey was also created to ensure the consultation was made as accessible as possible to a broad range of abilities within the community.

The 2024 consultation demonstrated a remarkable increase in engagement across all metrics. Total responses more than doubled, with a 104.6% increase from 2,281 responses in 2021, to the 4,667 surveys completed in 2024. Notably, Welsh language responses saw a substantial rise of 257.1%.

Police and Crime Plan 2025-2028

Those taking part were located broadly proportionally across the six counties of North Wales according to their relative populations. Over half (54%) of respondents were female and the majority had at least some ability in the Welsh language, with only 22% saying they had no Welsh language ability at all. The age range skewed more to older people reflecting the older population profile of North Wales, but nearly 250 people aged 24 and under, took part. The numbers of LGBTQ+ (4%) and people with a disability (22%) were largely in line with their proportion of the overall population of the UK.

These significant improvements in engagement rates reflect the effectiveness of the expanded marketing strategy and the OPCC's commitment to gathering a diverse range of inputs into the Police and Crime Plan.

Marketing Strategy

The OPCC Communications and Engagement team led the marketing efforts for the survey. The primary channels for communicating and promoting the consultation survey included social media posts (organic and paid content) across all platforms, email marketing campaign, out-of-home advertising at various locations across North Wales, distribution of paper copy packs to police stations and libraries across the region, and articles in North Wales news and media outlets.

The survey was also cascaded via business and hospitality organisations, as well as farming unions to ensure the voice of the business community was heard. All town and community councils, and all county councillors across the region were contacted to either seek their views, or to request they shared the consultation via their personal social media and other channels to their electors.

The team also engaged specifically with young people and all schools and centres of education across the region were contacted and encouraged to share news of the consultation with pupils, students, parents and guardians.



North Wales Police Strategic Assessment

The North Wales Police Strategic Assessment considered the threats posed by the most serious and organised crime facing communities in North Wales in 2023/24. As well as drug and sexual offending, the growing problem of exploitation by local and global criminal actors was a key theme of the assessment.

It set out the needs of communities in the areas of Modern Slavery, organised drug supply, organised immigration crime, child sexual exploitation, domestic abuse, child protection, Hate Crime, rape and sexual offences, driving under the influence, missing persons, and fraud. These needs have been incorporated into the Police and Crime Plan.

Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was first issued in July 2012, in accordance with section 77 of the Police Reform and Social Responsibility Act 2011. The SPR sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. Police and Crime Commissioners and Chief Constables must consider the SPR when carrying out their functions.

The national threats set out in the SPR are:

- Violence against women and girls
- Terrorism
- Serious and Organised Crime
- A national cyber incident
- Child sexual abuse
- Public disorder
- Civil emergencies



The inclusion of violence against women and girls as a national threat sets clear expectations for:

- Local and regional police capabilities to tackle violence against women and girls.
- How local forces work with others, including collaborating with other agencies.

Again, the contents of the SPR have been factored into this Police and Crime Plan as appropriate.

