



South Wales  
**Police and Crime Commissioner**  
**Comisiynydd yr Heddlu a Throsedd**  
De Cymru

# **Police and Crime Commissioner for South Wales**

## **Annual Report 2013-2014**

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## Commissioner's Introduction

My Annual Report covering the period 1 April 2013 to 31 March 2014 is my first opportunity to reflect on a full year in office. My previous report covered the period from 22 November 2012, when I took up office following the election, to 31 March 2013. During that intense period of less than half a year I had to form my team, make some vital appointments, work through the process of writing the first Police and Crime Plan and set the Policing budget for South Wales.

2013-2014 was a year in which we consolidated the arrangements made during that initial period and laid firm foundations for action in 2014-2015 and beyond, but there were a number of important and positive developments during the year.

In my first report I emphasised that effective and productive partnership working would be at the heart of everything. The Police cannot reduce crime directly on their own because the levers that affect crime levels are outside their control and indeed outside the Criminal Justice System generally. But by working with others, including local authorities and the NHS we can cut crime, reduce the number of victims and create "headroom" which is essential in a time of austerity. It's a continuation of my work as Deputy Home Secretary when I introduced the Crime and Disorder Act 1998 which established Youth Offending Teams, Community Safety Partnerships and measures to reduce anti-social behaviour. I have been enormously impressed by the way partners have engaged with me and my team and I am confident that together we

can make a real difference in South Wales.

The measures I have put in place to deliver on my priorities are innovative and evidence based. Work with the University Police Science Institute, University of South Wales, Swansea University and the seven local authorities in South Wales as well as the Chief Constable and his team will enable us to go on doing more with less – although I have to point out that the significant cut in police numbers in South Wales has been painful for all those who are left.

However, even in tough times South Wales Police are rising to the challenge. I am delighted by the fact that we have already begun to see improvements and I am confident that this will be accelerated over the year ahead as the impact of my successful bids to the Police Innovation Fund takes effect. By securing £2.3M for South Wales through successful bids to the Home Office's Police Innovation Fund bids we have been able to focus attention on the key priorities of reducing violent crime and tackling violence against women and girls reduce offending and reoffending amongst 18 – 25 age group and putting modern equipment onto the hands of police officers so they can get access to data without having to return to the office. However the money that the Home Office put into the Innovation Fund came directly out of the police grant. We've made the best possible use of the opportunity but it's still our own money being recycled and the result has been a further cut in cash for operational policing.

During 2013-2014 I had to decide which members of staff should be under my direct control and who should be transferred to the Chief Constable. All Commissioners faced the “Stage 2 Transfer” challenge which arises from the unusual requirements of the 2011 Police Reform Act. I worked with the Chief Constable, Peter Vaughan, to find a common sense way of managing the resources available to both of us. A small number of people work directly to me as my support team while all other staff have the Chief Constable as their formal employer but provide a service to both of us. Peter and I are very clear that our responsibility is to work together for the benefit of everyone in South Wales and these arrangements reflect that. The need for this decision arises from the way the 2011 Act defined two “corporations sole” – the Commissioner and the Chief Constable – within the single entity of South Wales Police. My proposals – based on our agreement – was approved by the Home Secretary and implemented on 1 April 2014. I am pleased to report that it has operated very effectively although I will continue to make improvements wherever necessary. The cost of running my support team did not exceed the cost of running the former Police Authority even though there has been a considerable increase in the responsibilities with the introduction of the role of Police & Crime Commissioner.

During this year I also firmly established clear governance arrangements making sure that my decisions were properly scrutinised and transparent. Our auditors, Deloitte’s, provided a substantial assurance on their

appropriateness and use. This is the highest rating possible. I also welcomed the constructive challenge of the Police and Crime Panel and I look forward to working with its Members as we continue to deliver on our Police and Crime Reduction Plan.

The Joint Audit Committee also provided me and the Chief Constable with an invaluable means of checking and challenging our systems and processes. I thank the 5 committee members for the contribution they have made having established themselves so quickly after being appointed by Peter and myself in March 2013.

So this was a very busy and challenging year in which we have built on our initial foundations and started to see sustained improvement in keeping South Wales safe. With the Chief Constable I am preparing to face the pressures of yet another challenging police grant settlement. South Wales has a highly efficient and effective police service and we intend to keep it that way even in a period when the financial odds are stacked heavily against us. My thanks go to the officers and staff throughout South Wales who provide daily reminders of what can be achieved by a highly-skilled workforce who are committed to public service.



*Alun Michael*  
**Rt Hon Alun Michael JP**  
Police & Crime Commissioner  
for South Wales

## Performance against the Police and Crime (reduction) Plan 2013-2014

### Planning

The second iteration of the Police and Crime Reduction Plan provided me with an opportunity to clarify my approach and aspirations for delivering my priorities, following an initial period where I was better able to understand my role and responsibilities. A key element of this was the separation of the priorities into four areas of responsibility - Policing, Partnership, Criminal Justice and Development - which made a clear statement that the priorities encompass all areas of my role. Only the first of these is about responsibilities that are primarily for the police to deliver. The other three areas depend on work with a range of partners and are about reducing crime and demands on the police and other services. All four areas of priority require an analytic evidence-based approach with both data and performance measurement being shared with partners. This has been welcomed by those with whom we work as creating the ability to have a more focussed approach to delivery

I also made it clear that while there are a number of priorities within the plan, there was no expectation that all our aims would be achieved in the first year. While I am keen to move swiftly on measures that will make communities safer and reduce the demands on the police, we also need a longer-term perspective and a “continuous improvement” approach. We have to seek long-term benefits based on evidence, evaluation and consolidation, with an ambition to develop a solid partnership foundation for delivering effective services

to our communities consistently for the long term.

I have always maintained that the plan would be a living document with the opportunity to review and revise the content of the plan. This is essential in light of the financial landscape that continues to provide a challenge to both South Wales Police and to our partner agencies.

An important factor in achieving this was our successful application to the Home Office Innovation Fund which is allowing us to accelerate our efforts in the areas of reducing violence against women and girls, violence reduction generally, more effective use of force systems and data, and the reduction of offending and reoffending within the 18-25 age group. In addition I am supporting projects to further our work to tackle anti-social behaviour and to work with the NHS on the challenge of dealing appropriately with issues of mental health, as well as initiating a project to look at the victim services landscape prior to the responsibility for commissioning of victim services being passed to Police and Crime Commissioners.

Members of my team, with senior operational officers, are engaged in many different strands of work, covering the complex range of challenges that face the Police Service. Despite the financial challenges and their developing impacts, we are making good progress in delivering the priorities within the Police and Crime Reduction Plan and will continue to develop the partnership relationships that are crucial in providing more effective services. But it would be unwise to underestimate the



impact of year-on-year cuts in Government finance for the police. Even the welcome contribution from the Innovation Fund comes from money top-sliced from our own budgets – money that has been taken from the money available to me – and therefore to the Chief Constable – to fund operational policing.

## Policing priorities

My main priority as Police and Crime Commissioner is to reduce and prevent crime, and underpins all priorities and activity within the plan. It has been encouraging, to see crime levels reduce but we should not be complacent and I am working with the Chief Constable to ensure that my wish to have a better understanding of actual crime (that is the public experience of crime rather than just what is reported and recorded) is an area of focus.

One element of this approach is a change in police recording practices. This will provide

a better understanding of the level of crime and provide a better service for victims. There is an expectation that recorded crime levels will rise, and I will be closely monitoring the impact of this change. Allied to this is the improvement in recording crime standards, which provides reassurance of the quality of recording information as well as the improvement in victim satisfaction rates, which has seen the force in the top ten of forces nationally.

I have been impressed with the technological improvements being made within South Wales Police, for which it has been recognised by HMIC as one of the best forces in England and Wales. This is being reinforced with Project Fusion which seeks to further improve the force's use of technology and how information can be more effectively used with partner agencies.

However, the force still faces difficult times ahead with increasing demands on resources with decreasing finances and this,



in conjunction with the challenges faced by our partners, will mean a more robust and focussed approach to the use of available resources. The force have already made some decisions on making best use of the estate, with the consolidation of custody suites (Bridewells) across South Wales being a good example, but there will still be difficult decisions to make and I will work with the Chief Constable to make sure that these decisions are those that best meet the needs of our communities.

### **Partnership priorities**

During my first year as Police and Crime Commissioner, it became clearer than ever that we all have the same customers with many of us having the same basic principles of wanting to provide services that are both effective in meeting need and efficient in providing value for money. The complexity lies in how partners are able to co-ordinate their approach to resolve issues in the provision of these services. There is also the need to know whether the services that are being provided are actually meeting those needs.

I have been, and continue to be, encouraged by the willingness of leaders within local authorities and the NHS to seek opportunities to work together, despite the level of financial challenge that we all face. My role as Police and Crime Commissioner is to drive joint working with all partners to help in supporting this in whatever way I can. It's not just an approach that fits with my approach to public policy but is actually required by the definition of the Police & Crime Commissioner role given in the 2011 Police Reform Act.

Good progress has been made in reinvigorating Safer South Wales as a forum for sharing good practice across partner agencies and the development of a performance framework will continue to provide a focus on areas that can be improved.

There has also been progress in the links with the voluntary sector and I am working with partners to develop a compact that will enable a more effective relationship in future. In addition, I have been working to develop a Neighbourhood Watch Agreement with the force and local groups to benefit communities, as well as piloting a Community Speedwatch initiative that has been rolled out across the South Wales Police area.

The work on Violence Against Women and Girls continues with the results of our recent thematic review being consolidated into a plan with clear outcomes and timescales for delivery, and we are developing our relationships with partners in health to start sharing data which will give us a better understanding of the level of violent crime across our area.

Underpinning this work is the need to provide support to victims by placing them at the heart of everything we do. Preparations are being made for the commissioning of victims' services which are being transferred from the Ministry of Justice to Police and crime Commissioners in 2014-2015.

### **Criminal Justice priorities**

The criminal justice system forms a key part in preventing and reducing crime and the

priorities in this focus on the key areas of preventing offending and reoffending for 18-25 year olds, the impact of mental health on offenders and the promotion of restorative practices for victims.

I have also made a commitment to work with partners to ensure that there is more effective use of meetings and this is being realised with proposals to merge the South Wales Criminal Justice Board with the Integrated Offender Management Board. The engagement of bodies in the Criminal Justice System has been encouraging, including the Crown Prosecution Service and the Courts Service and an increasingly close liaison with the Probation Service – despite the major changes that are taking place – and the positive engagement of the three prisons in our area.

Progress is also being made on the integration of staff within the Drug Intervention Programme into my team, which will provide us with a much clearer and defined understanding of the impact of substance misuse and will be invaluable to our overall work.

## Development priorities

One of the key messages within the Police and Crime Reduction Plan is the need to obtain an understanding of the true picture of crime, not just what is reported. I have strengthened the relationships with our academic partners and already we have commissioned a report on the crime “hotspot” areas that will be used with partner agencies to identify opportunities for joint working. I have also initiated discussions with the Older People’s

Commissioner to work jointly on developing an understanding of the needs of older people and this will be progressed over the coming months.

## Governance

I am also pleased to report that the continuing dialogue with partners has benefited our aim to bring consistency and a coherent approach to strategic planning across the partner agencies within South Wales. In the Police and Crime Reduction Plan I outlined my ambition to develop strategic alliances with partners to cut crime and make our communities safer to achieve more together than we can alone, especially in times of severe cuts where difficult decisions have to be made.

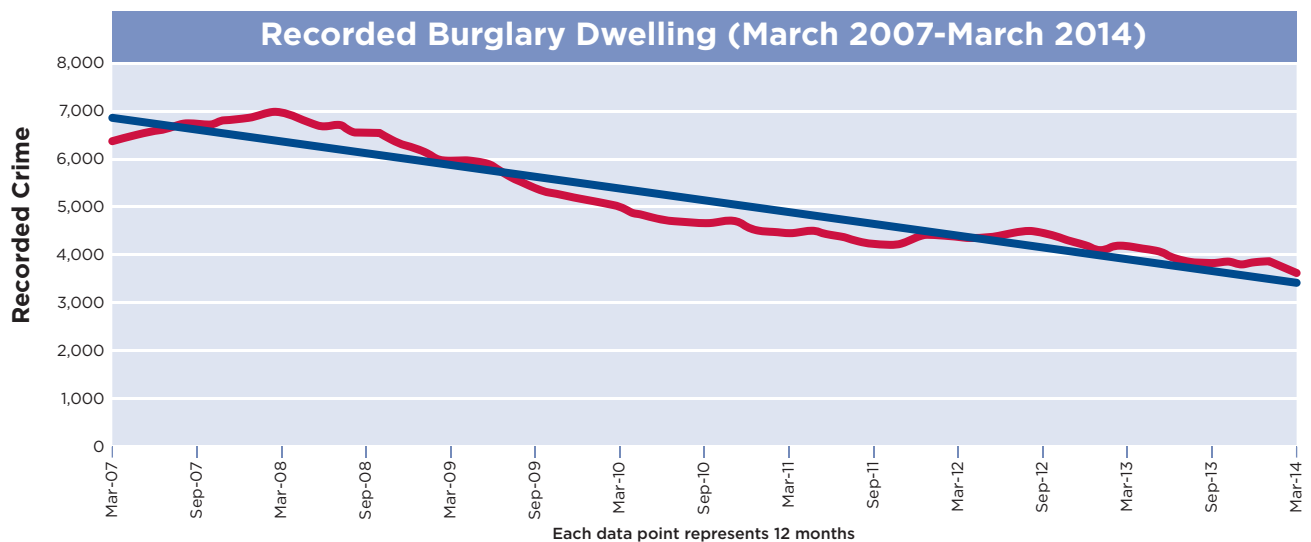
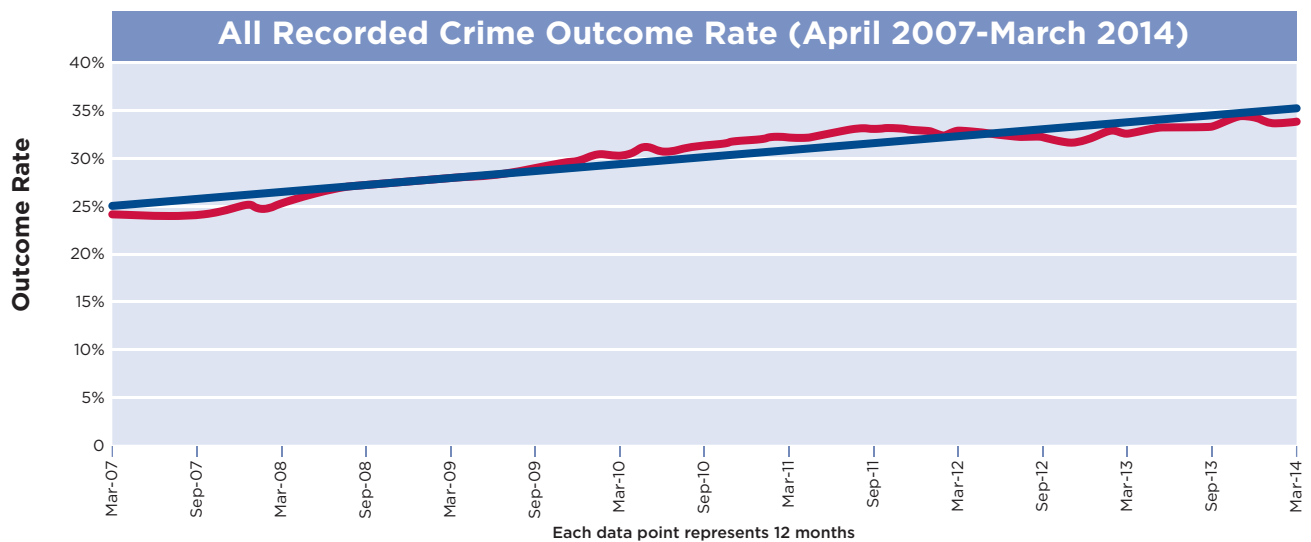
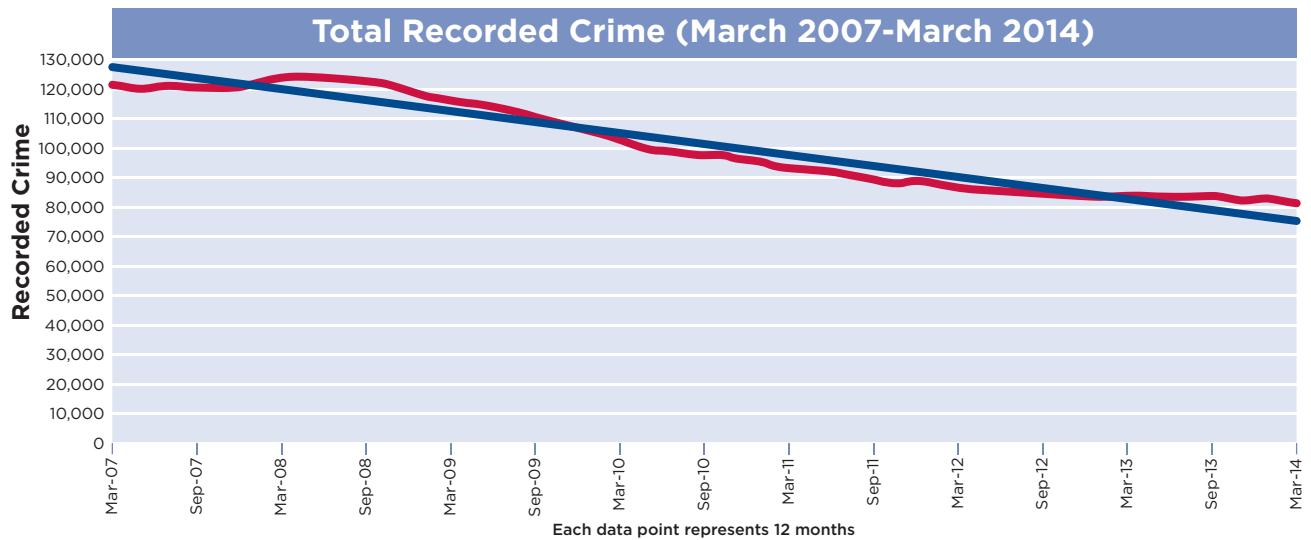
In conjunction with the Chief Constable I have been able to develop a robust governance structure that allows me to monitor the development and implementation of my priorities across the four themes outlined within Police and Crime Reduction Plan. This structure combines the opportunity for me to hold the appropriate partners to account, as well as the flexibility to make adjustments to incorporate additional elements, such as the addition of reporting of innovation fund projects.

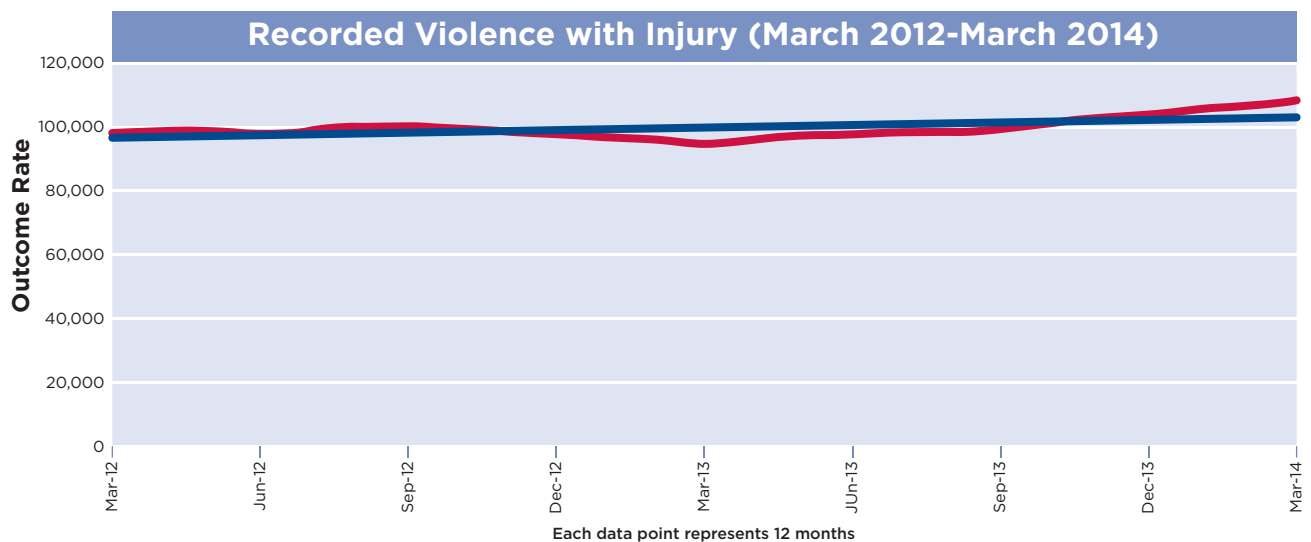
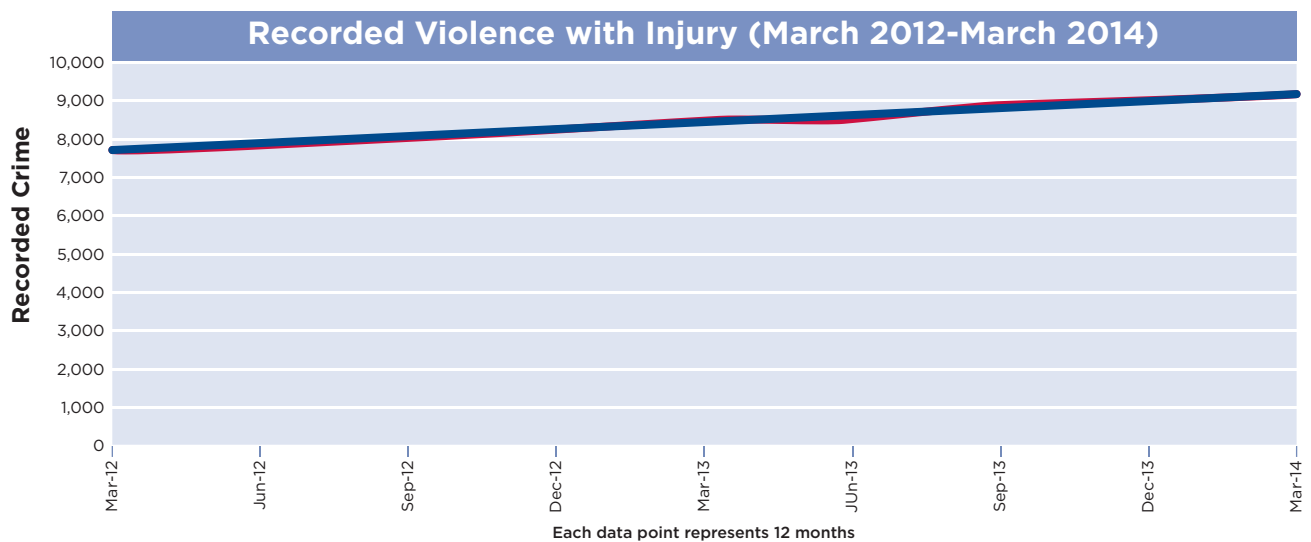
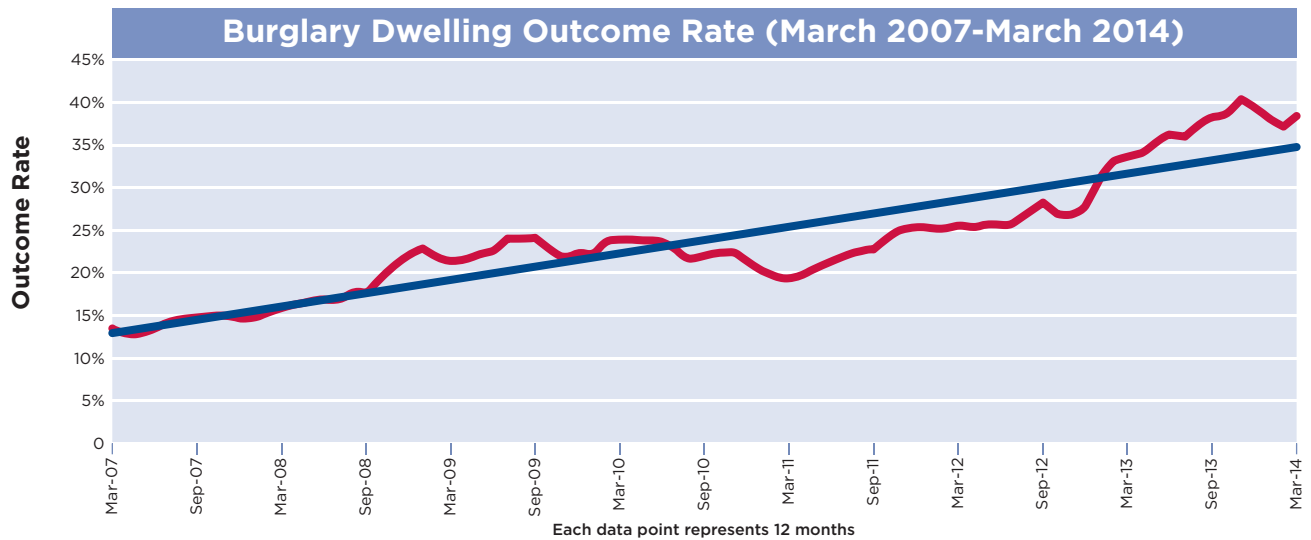
## Performance

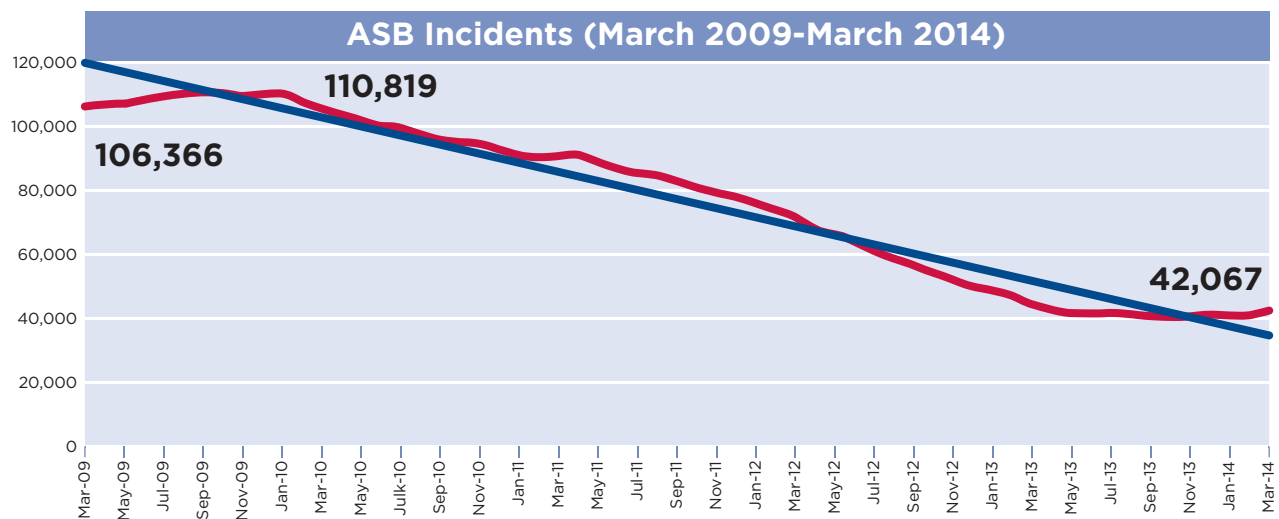
Total police recorded crime has shown a reduction in the last year. The charts below provide an indication of current performance levels and the trends over previous years.



## Performance







Overall trend shows that the level of anti-social behaviour has shown a dramatic decline over the last 5 years. This is a key indicator for the public and the work we are doing in this area and with restorative justice and Neighbourhood Watch will contribute to addressing community concerns.



## Financial Summary 2013-2014

### Introduction

The Comprehensive Spending Review 2010 presented the biggest financial challenge to face policing in a generation with a 20% cut in central funding over the four years and 85% of these cuts falling in the first two years of the Review period. The overall funding shortfall for the period to 2015 was assessed as £47M and a comprehensive Medium Term Financial Strategy and a detailed Value for Money (VFM) Plan was developed and approved to address the shortfall. It is important to note that the financial projections and value for money action plans have proven to be accurate and this has ensured that frontline services were protected and operational performance was improved.

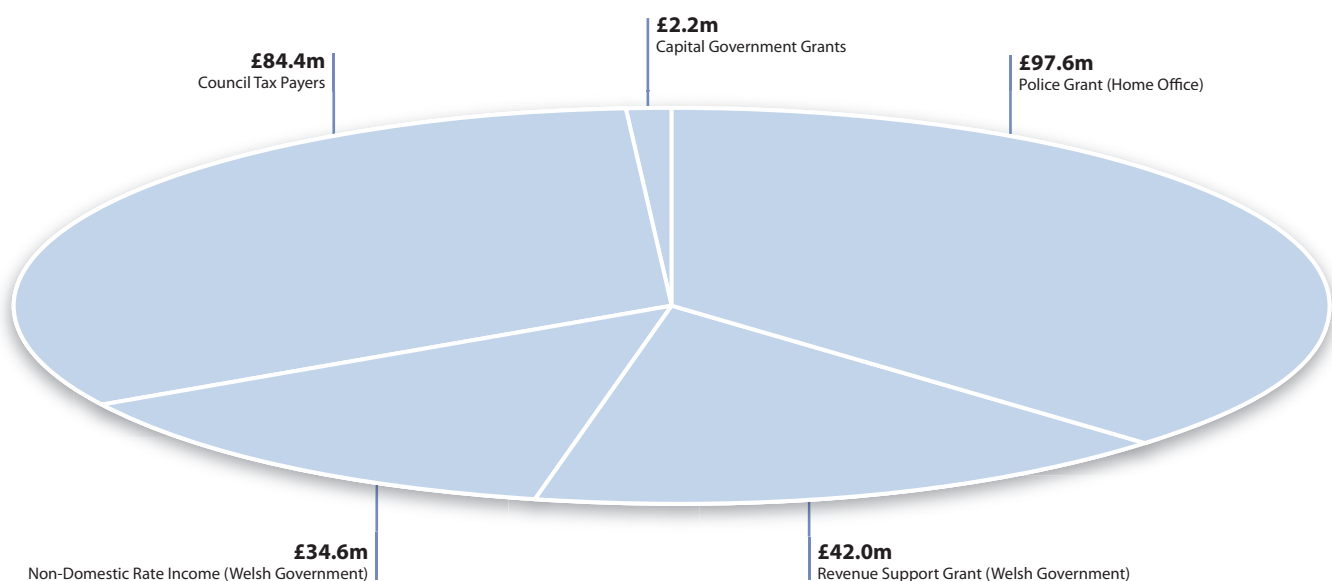
The financial year 2013-2014 was in line with projections and represented the third consecutive year of reductions and we are advised of further austerity measures (cuts in grant funding) will continue through to the next planning round for 2014-2018 with projected cuts in funding of a further £25m by 2018.

### Financial Performance 2013-2014 Where the Money Came From

The below chart shows that almost 70% of funding is received from Government sources with the remainder from the collection of local council tax precepts. This highlights the continuing over-reliance on central funding and emphasises the impact that further reductions will have.

In relation to Band D Council tax, South Wales police remains the lowest in Wales, the comparable figures for 2013-2014 are:

Force	£
South Wales	181.28
Gwent	198.23
Dyfed Powys	206.28
North Wales	223.11



## Financial Performance 2013-2014

### How the Money Was Spent

The below chart references how the 2013-2014 budget was spent using national police classifications. Sound financial management throughout the year has resulted in the delivery of the value for money plan targets with a small non-recurring underspend which after adjusting for known requirements results in a balanced year end position. However the ongoing austerity will require a further impetus to reduce costs and planning is ongoing to mitigate this.

### Community Safety Fund

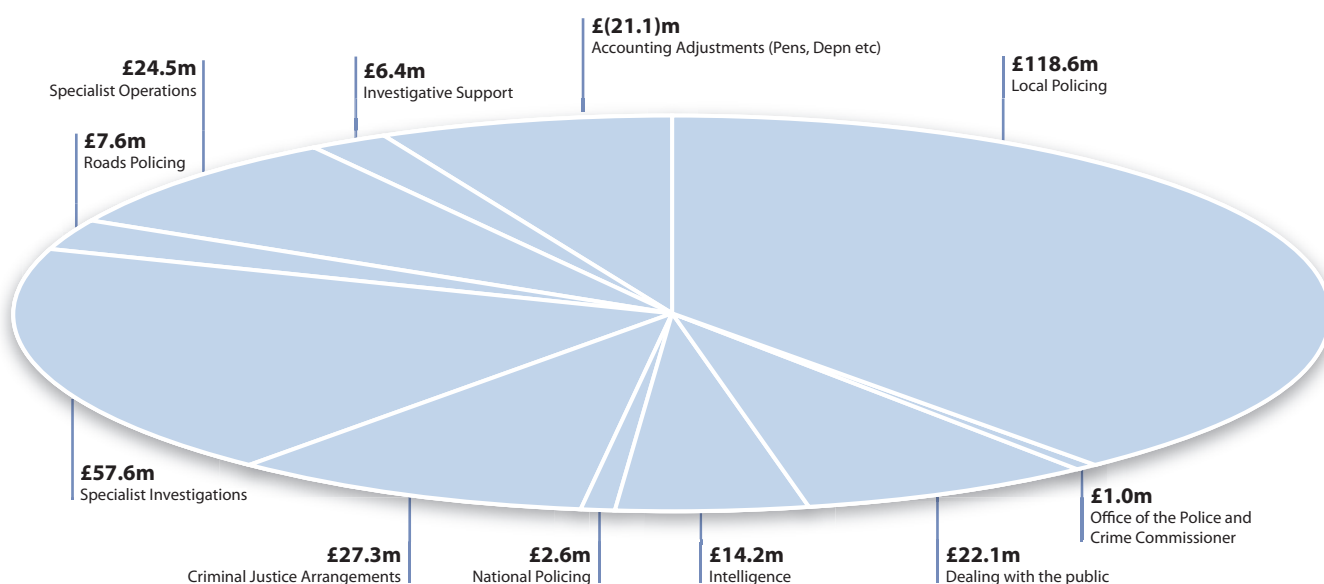
The Community Safety Fund was a one off transitional funding stream given by the Home Office to Police and Crime Commissioners for 2013-14 only. It replaced the funding previously provided by the Home Office to a range of partners. In South Wales the Community Safety Fund for 2013-2014 was £3,476 million. That was roughly £1million less than the amount spent by the Home Office on community safety and

substance misuse prevention services across South Wales in the previous year. I made it clear in my last annual report that the reduction in funding meant that it was impossible to maintain the previous level of funding to some critical partners. Attached at appendix 1 is a summary of the funding I agreed to provide to organisations during 2013-2014.

### Stage 2 Transfer Arrangements

The Police Reform and Social Responsibility Act 2011 transferred to Police and Crime Commissioners all of the assets, liabilities and staff formerly employed by Police Authorities. That meant that when I took up office I automatically became the employer of all police staff and that I held all property, rights and liabilities for the South Wales Police area. Police officers remain under the direction and control of the Chief Constable.

All Commissioners then had to submit a draft scheme to the Home Secretary by September 2013 setting out which staff would be retained by them and which would



be transferred to the Chief Constable. This was known as the stage 2 transfer and the final scheme had to be approved in time for it to be implemented by 1 April 2014.

This was a matter of considerable discussion between myself and the Chief Constable and we agreed a set of hallmark principles which set out the working arrangements between us. I decided to retain a modest secretariat for the purposes of running my team and delivering my core functions and all other staff were transferred to the Chief Constable. I am pleased to report that the Home Secretary accepted and approved our stage 2 transfer scheme which was implemented on 1 April 2014.

The Hallmarks Document is an important document which makes it clear that we (South Wales Police) operate as a single organisation with two corporations sole – the Commissioner and the Chief Constable. I believe that we are correctly interpreting the rather unusual arrangements established in law by the 2011 Police Reform Act and doing so in a way that allows us both to fulfil our roles most effectively through mutual support and constructive mutual challenge.

I am drawing specific attention to this decision because of its significance to all staff and how we work together and support each other. There was no prescribed way how this should be done and Commissioners were free, subject to the Home Secretary's approval, to adopt any model they chose.

## Innovation fund bids

South Wales Police were successful with all 4 bids in the first round of Innovation Fund bids run by the Home Office. This has helped accelerate progress on some of my Police and Crime Plan priorities. The successful bids and grant awards were:

Project	Grant Award 2013-2014 £'000	Grant Award 2014-2015 £'000	Total Grant Award £'000
Violent Crime	90	210	300
Violence Against Women and Girls	19		19
18 - 25 Year olds	40	160	200
Project Fusion	300	1,500	1,800
<b>Total</b>	<b>449</b>	<b>1,870</b>	<b>2,319</b>

It is important to note that the Innovation Fund is being funded by a top-slice from the main Police Grant. The Home Office identified £20m for the Innovation Fund in 2013-2014 and £50m in 2014-2015, a total of £70m. Based on South Wales' share of the Police Grant, our share of the £70m would be £1.54m. Our successful bids total £2.319m, so we have actually recovered 1.5 times the grant lost in the top-slice.



Actual funding requested to the 31st March, 2014 was:

Project	Grant Award 2013-2014 £
Violent Crime	89,992
Violence Against Women and Girls	19,000
18 - 25 Year Olds	37,084
Project Fusion	300,000
<b>Total</b>	<b>446,076</b>

South Wales has claimed all bar £3,000 of grant awarded for 2013-2014. This was a very creditable achievement when the grant award was announced in mid January, 2014.

## Summary of the bids:

### Project Fusion

South Wales Police is on a journey to rationalise, integrate and mobilise its Information and Technology systems and processes to better understand and respond to the needs of our communities. The successful delivery of FUSION will provide a single integrated picture of all organisational and operational data and the resources required to deliver a tailored policing service.

### Reducing Re-offending in the 18-25 age group

The project is about applying to a different age group the success and experience of the Youth Offending Teams (YOT). Reducing offending and reoffending amongst the 18 - 25 age groups is a key priority for the South

Wales Police and Crime Commissioner. We know that people in this age group are committing a disproportionate amount of recorded crime whereas reoffending has fallen dramatically in the under 18 age group. We have been exploring with partners the scope for applying the lessons learned from the work with under 18's to the 18 - 25 age group, creating further headroom for the police and other services, using precious resources in the most effective way for those who offend.

### Violent Crime

The vast majority of violent crime, including domestic abuse and sexual violence is never reported to the police, therefore, the true picture of what is happening might not be revealed unless the problem is examined more holistically. This project will build on and develop the innovative work that has been carried out in Cardiff which resulted in a 40% reduction in violent crime. Whilst the approach has been used successfully in Cardiff its benefits have not been realised or successfully replicated across the force and a number of barriers have been identified as to why this is the case. In addition domestic abuse and sexual violence was not embedded within the approach meaning there was a loss of direction for this area of violent crime. This project will address this issue by supporting the project to tackle violence against women and girls through the collection and sharing of information. We will also overcome the barriers and develop a strategic approach to ensuring that any good practice is shared and embedded in all areas. This approach will allow police and other partners to develop headroom.

## **Violence against women and girls**

There are specific problems in relation to domestic violence and with violence against women and girls with high incidence in Wales and an unacceptable level of under reporting. That is why we have a specific focus in our work.

The project builds on partnership working that is being established and recognises that violence against women and girls is not just a police issue. We want the opportunity to work with partners to enable them to identify and deliver their responsibilities in relation to domestic abuse and other forms

of violence against women and girls. We recognise the volume of police time and policing costs spent on domestic abuse cases and want to reduce this by directing joined up working between the police and other statutory and voluntary agencies in contact with victims. In particular we recognise the need for early identification and intervention in low and medium risk cases in order to prevent more costly high risk cases that have much more serious and harmful consequences for victims. We also want to ensure that our approach puts the victim at the heart of the actions of South Wales police and partners.



## Building my Team

During 2013-2014 there were a number of key developments in my team:

### Assistant Police & Crime Commissioners

I appointed Mr David Francis as my Assistant Commissioner on 2 April 2013. David is a former Deputy Chief Constable of South Wales His contribution was invaluable in terms of establishing the structure of my overall team and new working arrangements in order to ensure the effective delivery of the Police & Crime Plan. David retired from the role later in the and was replaced by Dr John Rose. Following a career as a miner and in heavy industry, John Rose who hails from Treherbert trained as a youth worker. After working in Manchester and London he returned to South Wales to run the Grassroots Youth Project in Cardiff's City Centre. Having led the Wales Youth Agency and worked within Welsh Government he lectured at Cardiff Metropolitan University and Trinity St David's and has experience in strategic development as well as work with young people. I was also delighted to welcome Jan Pickles as my new Assistant Commissioner as cover for my Deputy Commissioner, Sophie Howe, whilst she was on maternity leave. Currently on secondment from the NSPCC, Jan has vast experience in public protection, having worked for the Government, Probation Service and within the NHS as well as with NSPCC. Jan was awarded an OBE in 2004 for her work on developing multi agency responses to domestic abuse risk assessment and management across the UK.

### Chief Finance Officer

I appointed Geoff Petty as my Chief Finance Officer. As a former Treasurer of Powys

County Council Geoff brought a wealth of experience and knowledge at strategic level and very quickly established himself as a key member of my Chief Officer team.

### Other Office Appointments

I also made other staff appointments in my team once it became clear what skills and roles were needed for me to carry out my role in its entirety and with effect.

These appointments provided me with the necessary level of support to enable me to carry out my role, to deliver the outcomes in the Police & Crime Plan and to provide a positive service to the public of South Wales. It still remained a very small team for a force of the area and population of South Wales and the budget remained the same as that of the former Police Authority.

### Office Accommodation

It became clear that the office accommodation I inherited from the former Police Authority was no longer fit for purpose and alternative arrangements had to be put in place. There was no spare capacity at Police Headquarters and I discounted moving to new accommodation because it would have been too expensive. The most cost effective option was to refurbish my existing offices, which was done in an astonishing period of 16 weeks. I am grateful to my team for putting up with the disruption during that period and to the contractors and officers who ensured the project was completed on time and on budget.

## Governance

### Governance Structure

The means by which I scrutinised, challenged and supported key areas of delivery was via my governance structure. It ensured that scrutiny and challenge took place at several levels before ultimately being considered by me and the Chief Constable at my Strategic Board which took place on a bimonthly basis. At the conclusion of that process I was then able to report to the Police and Crime Panel.

I held the Chief Constable to account through my Strategic Board. The partnership and policing governance structures then formed a basis for my reports to the Police and Crime Panel, creating an effective monitoring framework which provided clarity and accountability

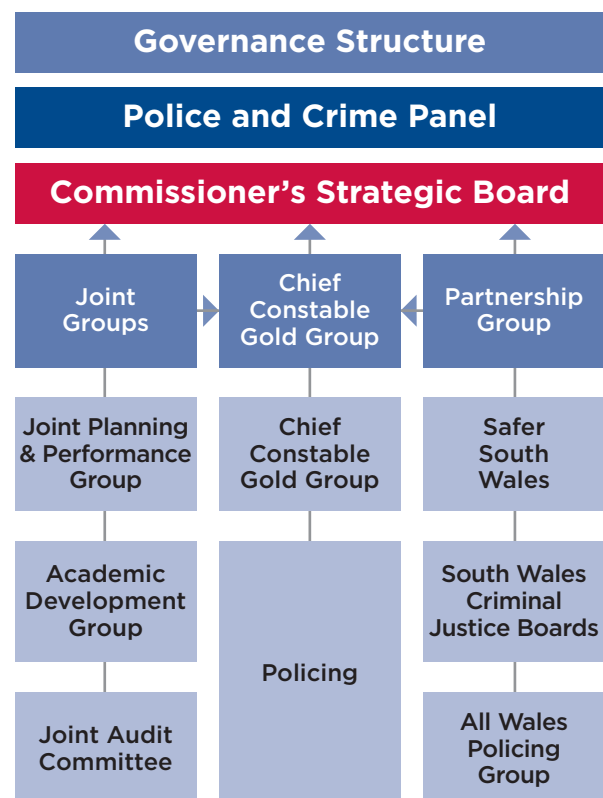
Set out in the diagram below is an overview of the high level governance arrangements I established. These meetings are not about finger-pointing, but provide a framework for a more mature level of conversation for monitoring performance and future working, based on the principles of continuous improvement.

The key element of this structure is the Joint Planning and Performance Group which has provided better understanding of the links between the two areas and is leading to a more coherent approach for future planning to inform strategic decision-making. This group also ensured there was an alignment between the planning process and the Medium Term Financial Strategy, as well as consideration of the impact of the Strategic Policing Requirement. In addition, I established an Academic Board which lead

the work of the Universities Police Science Institute. With academic leadership from Cardiff University by Professor Martin Innes, it also involved academics from the University of South Wales (previously the University of Glamorgan) and Swansea University.

That strengthened the existing relationships between my team, police leaders and our academic partners. It broadened our reach and providing access to greater depth of academic knowledge.

I am pleased to report that my governance arrangements were audited by Deloitte's who provided a substantial assurance on their appropriateness and use, the highest rating possible, which was reassuring and their report contained no specific recommendations for improvement.





## Decision making

The decisions that I am able to make primarily relate to the discharge of my statutory functions. Legislation is not prescriptive as to how I should do this and Commissioners have a great deal of latitude in that regard.

### Decision Framework

Policing is a complex service and it is important to have a proper system in place which allows me to make, monitor and publicise my key decisions. In doing so I must have particular regard to, amongst others, the views of the Chief Constable as well as my own senior management team and Chief Officers within South Wales Police.

### Manual of Governance

My main priority was to ensure decisions were lawful and my manual of governance set out who was responsible for making particular decisions within the organisation. Importantly where decisions were made under the Manual of Governance they were properly recorded so that they were available for scrutiny. The manual was reviewed during the year and a revised version is now in place.

### Commissioner's Strategic Board

I established a Strategic Board which initially met on a monthly basis, later bi-monthly, and was attended by me and my Leadership team and Chief Officers along with the Chief Constable and his Chief Officers. In summary the purpose of the Board is to:

- Set the strategic direction of South Wales police
- Examine and scrutinise performance at a strategic level

- Consider potential risks to the organisation

The non confidential action points arising from the meetings are published on my website along with a list of decisions made at the meetings.

### Planning and Performance Board

I established a planning and performance board and which is attended by either the Deputy or Assistant Commissioner along with the Deputy Chief Constable and Assistant Chief Constables from South Wales Police. Senior key support staff also attend these meetings. That ensured planning and monitoring took place at the appropriate level and recommendations were fed back to me either directly or through the Strategic Board.

### Commissioner's sole decisions

There are instances when I am required to make decisions where it is not appropriate to refer them to the Strategic Board or any other forum. Examples include the allocation of community safety grants to local groups or the appointment of my senior management team. When taking such decisions I have regard to the professional opinions of others but ultimately the final decision and responsibility has to be mine. Where these are key decisions I ensure they are recorded on the decision register which is published on my website. In so doing I will always ensure that my Monitoring Officer &/or section 151 Officer are aware of my decisions and my expectations are that they will advise me if they are lawful.

## Scrutiny

### Police and Crime Panel

There are certain decisions that I cannot make without reporting them to the Panel e.g. senior appointments, police and crime reduction plan and setting the precept. I must comply with statutory requirements in relation to these matters. I must also have regard to the views on certain matters such as the precept and senior appointments.

During 2013-2014 the Panel met on five occasions, 9 April 2013, 24 June 2013, 21 October 2013, 20 January 2014 & 13 March 2014.

Details of the agendas, reports and minutes for each meeting are available on the Panel's website:

<http://democracy.merthyr.gov.uk/ieListMeetings.aspx?CId=349&Year=2012>

I have sought to develop a constructive and challenging working relationship with the Panel by reporting all my statutory obligations to it which included the precept, my financial strategy, regular performance updates the appointment of my Chief Finance Officer and reviewing my Police and Crime Plan.

The Panel also requested me to respond to questions on my role, functions and decisions which I was pleased to do with the full support of the Chief Constable.

This is an important part of the scrutiny process and I welcome the Panel's constructive challenge of my decisions and I am grateful to its members for the support they gave me during my first full year in office

### Joint Audit Committee

The Chief Constable and I are each required to have an Audit Committee. In the interests of effectiveness and efficiency we created a joint committee for this purpose. It is not the committee's function to scrutinise either me or the Chief Constable however there are certain matters it must consider such as annual audit plans and the annual statement of accounts and thereafter provide any recommendations or assurances to either me or the Chief Constable on the same.

The committee is responsible for assurance on the overall adequacy of risk management arrangements and will oversee the financial reporting process. The committee will deal with all matters on internal audit standards.

The Joint audit Committee is comprised of 5 independent external members appointed by the Police and Crime Commissioner and the Chief Constable. The current members of the committee are:

- Mr Jeffrey Edwards
- Mr Gareth Evans
- Mr Robert Evans
- Mr Gethin Lewis
- Mr Alan Thomas

The Committee receives reports at each of its meetings from the external auditors, Wales Audit Office, and from the internal auditors, Deloitte's. The Committee met formally on four occasions in 2013-2014 on the following dates:

- 27 June 2013
- 23 September 2013
- 19 December 2013
- 27 March 2014



The Committee also convenes for seminars on specific areas and training and development.

It is pleasing to report that the Wales Audit Office provided an unqualified audit opinion on the Accounts for 2013-2014.

## **Her Majesty's Inspector of Constabulary (HMIC)**

I am required to respond to inspection reports issued by HMIC and in 2013-2014 I responded to 13 reports. This provides an invaluable opportunity for me to comment on the inspections and is an additional way of constructively challenging South Wales Police on its performance. I met regularly with the territorial Inspector during the year ensuring I was kept informed of her work and also it provided me with an opportunity to raise issues in return.



## Transparency

### Decision Register

The Elected Local Policing Bodies (Specified Information) Order 2011 requires significant decisions to be recorded in a decision register. The register contains all the key decisions that have been made as a result of the arrangements described above. This is not the totality of the decisions I have made but only those which are of significance or would be of public interest.

I have not included every single decision for several reasons namely, I am not required to do so, it would become overly bureaucratic to maintain, there would be too much detail to make it user friendly for public inspection, the level of detail would not be at a sufficiently strategic level and key decisions could become lost among all the others.

### Publishing Decisions

I have a duty to publish “a record of each decision of significant public interest”, as set out the Elected Policing Bodies (Specified Information) Order 2011. These are published on my website: [www.southwalescommissioner.org.uk/decisions](http://www.southwalescommissioner.org.uk/decisions). Each month, following the Strategic Board meeting held with the Chief Constable, I agree the decisions to be published, and these are updated on the site. For important decisions, such as the precept, police and crime plan and important appointments, I have made sure that these are publicised more widely – whether it is through the media, within newsletters, social media or directly to partners and local groups through presentations.

As an overall approach, I preferred to use an integrated approach to communications –

balancing different mediums for different audiences. These primarily focused on the website, the media, and a wide reaching newsletter, which is sent directly to partners and members of the public, highlighting key decisions and work I have undertaken

### Access to information

Whilst I will make every effort to place as much detail as possible on my website there will inevitably be occasions when this is not possible. Under such circumstances I may be asked to provide particulars under the Freedom of Information Act or the Data Protection Act. I have ensured that robust arrangements are in place within my own team and where necessary working with the Chief Constable so that timely responses are provided.

### Register of Gifts and Hospitality

A register is maintained of instances where gifts and hospitality have been accepted and this is published on my website in accordance with the Elected Local Policing Bodies (Specified Information) Order Elected Local Policing Bodies (Specified Information) Order) 2011

This order requires Police and Crime Commissioners to publish information on our websites so that we can be transparent about what we do. Here you will find information on the following for 2013-2014.

- The Commissioner
- Staff matters
- Income and Expenditure
- Properties, rights and liabilities
- Decisions
- Policies
- Prevention of crime and disorder
- Independent custody visiting

## Volunteering

### Independent Custody Visiting and Animal Welfare Visiting Scheme

One of the Commissioner's statutory responsibilities is to ensure that we have an effective custody visiting scheme in place. This sees volunteer members of the public visiting police custody suites unannounced and at any time to observe, comment and report on the conditions in which detainees are held and to ensure that their welfare needs have been met.

During 2013-2014 volunteers made 392 visits to custody suites across South Wales. They spoke to 611 detainees including 44 juvenile detainees (17 years or below). This represented 91% of those detainees available to be visited receiving visits. Examples of issues noted during visits included the length of time it can take for some repairs to be rectified, difficulties in regulating the temperature within custody suites in Winter and Summer and occasional delays in gaining access to the suites at busy times. Any immediate health and safety concerns discovered in conversation with detainees or from observations in the

custody suites are immediately reported to custody officers – for example, detainees who have not have disclosed underlying health issues or finding potentially hazardous items in the exercise yard or custody suite. In 55% of visits there were no issues to report. Positive comments were also noted with regard to the cleanliness of the suites, and the professionalism of officers and staff working in what can be a stressful and very busy environment. Regular meetings are held between visitors, Inspectors and senior officers to discuss any issues of concern and oversee how the scheme is operating. Each of the two Panels is chaired by an elected visitor and supported by a volunteer coordinator.

The Commissioner also has in place an animal welfare visiting scheme whereby volunteers visit the police dogs and horses at Waterton to check that their welfare needs are met. The Panel includes a veterinarian as well as representatives from the Dogs Trust, RSPCA and the PDSA. The Panel is chaired by an experienced visitor with substantial animal welfare knowledge and experience.





## Strategic Policing Requirement

This requirement focuses on those areas where government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality threats such as terrorism, civil emergencies, public disorder and organised crime, and in support of the work of national agencies such as the National Crime Agency.

During the year I ensured that I had a regular dialogue with the Chief Constable about the contribution South Wales Police made to the national policing requirement. This is something that I clearly wish to support whilst simultaneously retaining enough resources for local policing.

## Engagement

### Events and meetings attended in 2013-202014

A list detailing the events and key meetings I attended during 2013-2014 is attached at appendix 2.

### Contact Details

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Tŷ Morgannwg, Police Headquarters  
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# Appendix 1

## Summary of Community Safety Grant Funding 2013-12014

	Home Office funding 2012-2013	Awarded for 2013-2014	Purpose of funding
<b>Substance Misuse Services</b>			
Drug Intervention Programme	2,456,052	2,373,713	Referral and treatment services for drugs misuse
Drug Testing Programme	353,691	110,000	Targeted drug testing in custody suites
<b>Community Safety Partnerships</b>			
Safer Bridgend	56,119	56,119	ASB, Offender management, Domestic Abuse
Safer Capital	148,985	148,985	Domestic abuse, delivery of community safety operations (Street Pastors)
Merthyr Tydfil CSP	41,168	41,168	ASB, research & development of community safety work
Safer Neath Port Talbot	59,701	59,701	ASB, Domestic abuse, Community safety engagement work
Rhondda Cynon Taff CSP	82,349	82,349	ASB, Domestic abuse
Safer Swansea	120,456	120,456	ASB, delivery of community safety operations, communications - engagement,
Safer Vale	56,466	56,466	Offender management, community engagement, data analysis
'ASBIT' Database	-	20,000	Maintenance & improvements to the shared database for the better management of Anti Social Behaviour across all 7 CSPs in South Wales
<b>Youth Offending Teams</b>			
Bridgend	16,667 + 22,680	31,862	To undertake early intervention & prevention work with young people at risk of offending; to provide substance misuse services to young offenders & those at risk of offending – including education & literacy, mental health, resettlement & parenting work
Cardiff	41,402 + 56,337	78,662	
Merthyr Tydfil	18,335 + 24,949	34,850	

## Appendix 2

### Commissioner's engagement meetings and events for the period 1st April 2013 – 31st March 2014

Wednesday 3rd April 2013	Meeting with HM Courts and Tribunal Service
Wednesday 3rd April 2013	Full meeting of Bridgend County Borough Council
Wednesday 3rd April 2013	Meeting with the Vale of Glamorgan Neighbourhood Watch Association
Monday 8th April 2013	All Wales Policing Group meeting
Tuesday 9th April 2013	Visit to Swansea Central Police Station custody suite with independent Custody Visitors
Tuesday 9th April 2013	Attend to Colin Rogers Lecture at University of Glamorgan
Wednesday 10th April 2013	Meeting with Professor Martin Innes, Professor Colin Rogers, Deputy and Assistant Police and Crime Commissioners and Chief Officers.
Thursday 11th April 2013	Speak on anti-social behaviour at Westminster Briefing event, London
Friday 12th April 2013	Interview with Clare Hutchinson, South Wales Echo
Monday 15th April 2013	Meeting with Cllr Richard Cook, Cardiff Council Cabinet Member for Children's Services and Ingrid Masmeyer, Youth Offending Service Manager
Monday 15th April 2013	Attend launch of Hindu Council for Wales
Monday 15th April 2013	Meeting with Youth Justice Board
Monday 15th April 2013	Meeting with Bridgend Labour Group
Tuesday 16th April 2013	Meeting with Baroness Randerson, Welsh Office Minister
Wednesday 17th April 2013	Meeting with Rhondda Cynon Taf County Borough Council Youth Services Team
Thursday 18th April 2013	Safer South Wales Action Group Meeting
Friday 19th April 2013	Present lecture at Police Science and Criminology department of University of South Wales
Saturday 20th April 2013 –	Attend The Legitimacy of Policing Conference, and speak about Sunday 21st April 2013 the role of Police and Crime Commissioners
Monday 22nd April 2013	Meeting with Jonathan Evans, Senior Lecturer at the Centre of Criminology, University of South Wales
Monday 22nd April 2013	Meeting with Assistant Chief Constable Matt Jukes and Sam Malone, South Wales Echo
Monday 22nd April 2013	Visit to Cardiff Bay Custody Suite with Independent Custody Visitors.
Tuesday 23rd April 2013	Attend workshops with other Police and Crime Commissioners
Tuesday 23rd April 2013	Meeting with Home Secretary, Theresa May MP and Damian Green MP, Minister for Policing
Wednesday 24th April 2013	Attend Anti-Human Trafficking Conference; this included being part of a discussion panel in the afternoon about improving services for victims.
Thursday 25th April 2013	Interview with students from University of South Wales, Cardiff
Thursday 25th April 2013	Attend the Police Superintendents Association All Wales Conference
Saturday 27th April 2013	Swansea night-time economy visit with officers from western division
Monday 29th April 2013	Attending laying of foundation stone for Bridgend Bridewell
Tuesday 30th April 2013	Meeting of Bridgend Local Service Board
Wednesday 1st May 2013	Meeting of Safer South Wales
Thursday 2nd May 2013	Attend the South Wales Police Long Service Awards and Good Conduct Ceremony
Wednesday 8th May 2013	Meeting with JBP Associates



Thursday 9th May 2013	Meeting with the St Giles Trust
Thursday 9th May 2013	Meeting with Huw Lewis AM, Minister for Communities and Tackling Poverty
Thursday 9th May 2013	Meeting with Councillor Kate Edmunds, Cardiff Council
Friday 10th May 2013	Attend Institute of Directors Awards Ceremony
Monday 13th May 2013	Meeting with Home Office officials
Monday 13th May 2013	Meeting with Chief Executive of Victim Support and other Commissioners
Wednesday 15th May 2013	Meeting with Head of Public Service Reform for Welsh Government
Wednesday 15th May 2013	Attend Welsh Government's Reform Delivery Group meeting
Wednesday 15th May 2013	Meeting with the National Offender Management Service and Governor of HM Prison Cardiff
Thursday 16th May 2013	Meeting with Dusty Kennedy, Youth Trust Board
Friday 17th May 2013	Meeting with Youth Offending team leaders from across South Wales
Friday 17th May 2013	Attend "What Works Wales" event
Friday 17th May 2013	Meeting with the Federation of Small Businesses
Monday 20th May 2013	Interviews with BBC Radio Wales and Radio Cymru
Monday 20th May 2013	Meeting with John Griffiths AM, Minister for Culture and Sport
Monday 20th May 2013	Meeting with Professor Jonathan Shepherd, Director of the Violence and Society Research Group
Monday 20th May 2013	Teleconference with Home Office officers, in relation to the Police ICT Company
Tuesday 21st May 2013	New Leaf Steering Group meeting
Tuesday 21st May 2013	Attend Cardiff University Innovation and impact Awards
Wednesday 22nd May 2013	Meeting with Tom Davies, Independent Police Complaints Commissioner
Thursday 23rd May 2013	Interview with BBC Radio Cymru
Thursday 23rd May 2013	Attend meeting of South Wales Local Criminal Justice Group
Tuesday 28th May 2013	Meeting with Professor Martin Innes
Tuesday 28th May 2013	Visit to Air Support Unit
Tuesday 28th May 2013	Attend meeting of Neighbourhood Watch, Cardiff
Wednesday 29th May 2013	Speak at South Wales Police Crime Prevention Course
Thursday 30th May 2013	Meeting with Mark Drakeford AM, Minister for Health and Social Services
Thursday 30th May 2013	Meeting June Milligan, Welsh Government
Friday 31st May 2013	Meeting with Police Federation
Monday 3rd June 2013	Attend Co-operative Party National Executive, representing Wales
Tuesday 4th June 2013	Meeting with Caroline Dyer, Head of Bridgend Youth Offending Team and Dawn Blower, Probation Service
Wednesday 5th June 2013	Attend meeting of Association of Police and Crime Commissioners
Thursday 6th June 2013	Meeting with College of Policing
Thursday 6th June 2013	Meeting with Electoral Commission
Thursday 6th June 2013	Interview with Cardiff Voluntary Community Services
Friday 7th June 2013	Meeting with Dr Hywel Francis MP

Monday 10th June 2013	Meeting with Lesley Griffiths AM, Minister for Local Government and Government Business
Monday 10th June 2013	Meeting with Councillor Ashley Govier, Cardiff Council Cabinet Member for Environment
Tuesday 11th June 2013	Deliver speech to Tackling Crime: The Policing Landscape Conference
Wednesday 12th June 2013	Meeting with Saleem Kidwai OBE, Secretary General, Muslim Council of Wales
Thursday 13th June 2013	Telephone conference with Alan Bucknall, Steve Blake and Tony Spenser, Police ICT Company, Home Office
Thursday 13th June 2013	Attend Police superintendents Association Dinner
Friday 14th June 2013	Attend discussion panel in relation to the Silk Commission
Friday 14th June 2013	Attend the launch of Neighbourhood Watch Week with South Wales Neighbourhood Watch
Tuesday 18th June 2013	Meeting with Internal Auditors and Deloittes
Tuesday 18th June 2013	Meeting with Barnardos
Wednesday 19th June 2013	Meeting with David Sissling, Director General – Health and Social Services and NHS Wales Chief Executive Meeting with Vale of Glamorgan Business PACT Attend pre-conference reception for the Welsh Local Government Association Conference
Thursday 20 June 2013	Attend Welsh Local Government Conference
Friday 21st June 2013	Meeting with Professor Martin Innes, University Police Science Institute
Monday 24th June 2013	Meeting with Voluntary Action Merthyr Tydfil
Monday 24th June 2013	Police and Crime Panel Meeting
Monday 24th June 2013	Meeting with University Police Science Institute and Citizens UK
Tuesday 25th June 2013	Attend presentation by the Firearms Training Unit
Tuesday 25th June 2013	Meeting with Sally Oldham, Global Radio
Wednesday 26th June 2013	Meeting with the Princes Trust
Wednesday 26th June 2013	Address the Community Justice Cymru Conference
Wednesday 26th June 2013	Meeting with Councillor Heather Joyce, Leader of Cardiff Council
Wednesday 26th June 2013	Meeting with Unison
Wednesday 26th June 2013	Interview with ITV Wales
Wednesday 26th June 2013	Address the Vale of Glamorgan Council
Thursday 27th June 2013	Meeting with the three other Welsh Commissioners
Thursday 27th June 2013	Meeting with South Wales Criminal Justice Board
Thursday 27th June 2013	Host a Youth engagement Event, concentrating on Online Crime and Bullying
Monday 1st July	Speak at the Criminal Justice Convention Meeting with Youth Justice Board for England and Wales
Tuesday 2nd July	Speak at the Partnering for Criminal Justice Reform Conference
Thursday 4th July	Meeting with Professor Martin Innes, University Police Science Institute
Friday 5th July 2013	Meeting and demonstration of Niche system, with Nick Alston, Police and Crime Commissioner for Essex

Monday 8th July 2013	Meeting with Police ICT Company Board Meeting with other Labour Police and Crime Commissioners
Tuesday 9th July 2013	Meeting with Association of Police and Crime Commissioners
Monday 15th July 2013	Meeting with Tom Winsor, HM Chief Inspector of Constabulary
Monday 15th July 2013	Meeting with the three Welsh Police and Crime Commissioners and the Presiding Judges
Tuesday 16th July 2013	Meeting with Head of Community Safety, Rhondda Cynon Taf County Borough Council
Tuesday 16th July 2013	Attend meeting of Safer South Wales
Tuesday 16th July 2013	Attend meeting of South Wales Neighbourhood Watch Association
Wednesday 17th July 2013	Meeting with Councillor Mel Nott, Leader of Bridgend County Borough Council
Wednesday 17th July 2013	Speak at Llantwit Major Peace Conference
Wednesday 17th July 2013	Meeting with Cardiff Community Somali Leaders
Thursday 18th July 2013	Attend Safer South Wales Action Group Meeting
Thursday 18th July 2013	Meeting with Director of Neath Port Talbot Council For Voluntary Services
Monday 22nd July 2013	Meeting with Tom Davies, Independent Police Complaints Commissioner for Wales
Monday 22nd July 2013	Meeting with Unison
Wednesday 24th July 2013	Meeting with Leader and Chief Executive Merthyr Tydfil County Borough Council (Quarterly)
Wednesday 24th July 2013	Meeting with the Vice Chancellor of the University of South Wales
Wednesday 24th July 2013	Meeting with Professor Colin Rogers, University of South Wales
Thursday 25th July 2013	Attend meeting of South Wales Criminal Justice Board
Thursday 25th July 2013	Attend Justice Department Regional Meeting on Victim Support
Thursday 25th July 2013	Meeting with Wales Probation Trust
Friday 26th July 2013	Meeting with Councillor Martyn Jones, Bridgend County Borough Council
Friday 26th July 2013	Meeting with Jonathan Evans MP
Monday 29th July 2013	Meeting with South Wales Neighbourhood Watch Association
Monday 29th July 2013	Meeting with Deputy Leader, Chief Executive, Director of Public Health and Protection and Head of Community Safety, Rhondda Cynon Taf County Borough Council
Tuesday 30th July 2013	Meeting with Alex Davies, Co-operative Youth Representative for Wales
Tuesday 30th July 2013	Meeting with St Giles Trust
Wednesday 31st July 2013	All Wales Policing Group meeting
Thursday 1st August 2013	Meeting with other Welsh Commissioners
Friday 2nd August 2013	Attend Passing Out Parade for new Police Constables
Friday 2nd August 2013	Attend site of Merthyr Tydfil Bridewell for laying of stone
Thursday 8th August 2013	Speak at Wales Probation Trust Strategic Event
Thursday 8th August 2013	Meeting with Councillor Russell Goodway, Cabinet Member for Finance and Economic Development, Councillor Linda Thorne, Cabinet Member for Community and Neighbourhood Regeneration and Social justice, Neil Hanratty, Director of Economic Development and Sarah McGill, Director of Housing, Cardiff Council

Friday 9th August 2013	Meeting with Drusilla Sharpling, Her Majesty's Inspectorate of Constabulary
Friday 9th August 2013	Meeting with the Chairman of the Magistrates Association
Monday 16th September 2013	Meeting with Jennie Cronin, Acting Director Police ICT Company Directorate, Home Office Attend HM Inspectorate of Constabulary performance improvement event for Police and Crime Commissioners
Tuesday 17th September 2013	Meeting with officers of the Association of Police and Crime Commissioners
Tuesday 17th September 2013	Meeting with Barrie Sheldon, Deputy Police and Crime Commissioner for West Mercia
Tuesday 17th September 2013	Attend meeting of the National DNA Strategy Board
Tuesday 17th September 2013	Meeting with the Restorative Justice Council
Thursday 19th September 2013	Attend the Association of Police and Crime Commissioners meeting on Victim Support Commissioning
Thursday 19th September 2013	Meeting with Labour Police and Crime Commissioners
Friday 20th September 2013	Meeting with Professor Howard Williamson, University of South Wales
Friday 20th September 2013	Meeting with Professor Andrew Blythe, University of South Wales
Friday 20th September 2013	Give presentation at Welsh Fraud Forum
Tuesday 24th September 2013	Meeting with Cardiff West Neighbourhood Watch Association
Wednesday 25th September 2013	Meeting with Carwyn Jones, First Minister, Welsh Government
Wednesday 25th September 2013	Attend RSPCA Cymru Autumn reception
Wednesday 25th September 2013	Give Presentation to the Magistrates Association Annual General Meeting
Thursday 26th September 2013	Meeting of the South Wales Police Youth Trust Board
Friday 27th September 2013	Meeting with Winston Roddick, Police and Crime Commissioner for North Wales
Monday 30th September 2013	Give presentation to the Trelewis Older People's 50+ Forum
Monday 30th September 2013	Attend Local Government Finance Sub Group meeting
Monday 30th September 2013	Meeting with Eid Ali Ahmed
Tuesday 1st October 2013	Meeting with the Wales Probation Trust
Tuesday 1st October 2013	Meeting with Professor John Raine, Birmingham University and Superintendent Paul Keasey, west Midlands Police
Friday 4th October – Sunday 6th October 2013	Co-operative Party Annual Conference
Tuesday 8th October 2013	Meeting with the South Wales Police Black Police Association
Tuesday 8th October 2013	Meeting with the Chair and Chief Executive of Cwm Taf NHS Health Board
Tuesday 8th October 2013	Meeting with other Labour Police and Crime Commissioners
Wednesday 9th October 2013	Attend meeting of the Association of Police and Crime Commissioners
Thursday 10th October 2013	Meeting with Welsh Police and Crime Commissioners
Thursday 10th October 2013	Meeting with Welsh Police and Crime Commissioners and Lesley Griffiths AM, Minister for Local Government and Government Business
Thursday 10th October 2013	Meeting with Professor George Boyne, Professor Martin Innes and Professor Jonathan Shepherd, Cardiff University
Thursday 10th October 2013	Attend the South Wales Police Force Awards

Monday 14th October 2013	Meeting with Chair of NHS Trust Abertawe Bro Morgannwg
Monday 14th October 2013	Roundtable meeting – Internet Crime
Tuesday 15th October 2013	Visit to Cadoxton House
Tuesday 15th October 2013	Attend Welsh Government event to celebrate effective partnership working and achievements of 500 Welsh Government funded Community Support Officers
Wednesday 16th October 2013	Attend All Wales Policing Group
Monday 21st October 2013	Police and Crime Panel Meeting
Monday 21st October 2013	Attend Cardiff Business Club Dinner
Tuesday 22nd October 2013	South Wales Criminal Justice Board meeting
Tuesday 22nd October 2013	Meeting with Jan Williams, Independent Police Complaints Commission
Tuesday 22nd October 2013	Meeting with June Milligan, Director General for Local Government and Communities, Welsh Government
Tuesday 22nd October 2013	Attend Muslim Council of Wales National Interfaith week Evening Seminar
Thursday 24th October 2013	Meeting with Investors in People
Monday 4th November 2013	Attend Partnership Council for Wales Meeting
Monday 4th November 2013	Attend Police Foundation reception
Tuesday 5th November 2013	Attend Police Foundation Conference
Wednesday 6th November 2013	Meeting with Cumbria Deputy Chief Constable Stuart Hyde
Wednesday 6th November 2013	Attend Philanthropy Week Wales Event
Thursday 7th November 2013	Give presentation to Voluntary Action Merthyr Tydfil Annual General Meeting
Friday 8th November 2013	Attend Hybu Pobl Ifanc Event
Monday 11th November 2013	Meeting with GMB
Monday 11th November 2013	South Wales Police Remembrance Service
Monday 11th November 2013	Interview with the BBC
Tuesday 12th November 2013	Meeting with Councillor Siobhan Corria , Cabinet Member, Cardiff Council
Tuesday 12th November 2013	Interview with Radio Cymru
Wednesday 13th November 2013	All Wales Criminal Justice Board meeting
Wednesday 13th November 2013	Interview with ITV Wales
Thursday 14th November 2013	Association of Police and Crime Commissioners meeting
Thursday 14th November 2013	Meeting with the Ministry of Justice
Thursday 14th November 2013	Meeting with Ministry of Justice and Victim Support
Monday 18th November 2013	Meeting with the Police Federation
Monday 18th November 2013	Meeting with Leader and Chief Executive Bridgend County Borough Council (Quarterly)
Tuesday 19th November 2013	Meeting with opposition Councillors, Swansea Council
Wednesday 20th November 2013	Meeting with Susan O’Leary, Wales Competition Leader, Ministry of Justice
Wednesday 20th November 2013	Meeting with Leader of Cardiff Council (Quarterly)
Wednesday 20th November 2013	Meeting with the Director of the Prince’s Trust Cardiff
Thursday 21st November 2013	South Wales Criminal Justice Board

Thursday 21st November 2013	Meeting with the Christian Police Association
Thursday 21st November 2013	Meeting with Councillor Jefferson Tildesley
Thursday 21st November 2013	Meeting with Wales Probation Trust
Monday 25th November 2013	Interview with the BBC
Monday 25th November 2013	Open the Neath Port Talbot Domestic Abuse One Stop Shop
Monday 25th November 2013	Attend White Ribbon Day event
Tuesday 26th November 2013	Attend Youth Justice Board Panel Discussion
Tuesday 26th November 2013	Meeting with Chair of Youth Justice Board
Wednesday 27th November 2013	Criminal Justice Policy Implementation Guidance Launch
Wednesday 27th November 2013	Meeting with Leader and Chief Executive Neath Port Talbot County Borough Council (Quarterly)
Thursday 28th November 2013	National DNA Strategy Board Meeting
Thursday 28th November 2013	Meeting with Victim Support
Monday 2nd December 2013	Meeting with Secretary of State for Wales and Welsh Commissioners
Tuesday 3rd December 2013	Merthyr Tydfil Labour Council meeting
Wednesday 4th December 2013	Meeting with Drusilla Sharpling, Her Majesty's Inspectorate of Constabulary
Thursday 5th December 2013	Meeting with Sarah Cooper and Karin Phillips, Welsh Government
Thursday 5th December 2013	Meeting with Alan Davies, Cyber Security Crime
Thursday 5th December 2013	Meeting with Llamau
Thursday 5th December 2013	Meeting with Swansea Council Labour Group
Friday 6th December 2013	Attend Bridgend Countrywide Initiative
Friday 6th December 2013	Meeting with South Wales Neighbourhood Watch Association
Monday 9th December 2013	Meeting with Chair of Advisory Panel, Prince's Trust Cymru
Monday 9th December 2013	Meeting with Sarah Rochira, The Older People's Commissioner for Wales
Tuesday 10th December 2013	Launch of Truth and Lies and Poverty Event, Oxfam
Tuesday 10th December 2013	Meeting with Independent Councillors, Merthyr Tydfil County Borough Council
Tuesday 10th December 2013	United Nations Human Rights Day Event with Cardiff Youth Council
Wednesday 11th December 2013	Police and Crime Panel Meeting
Wednesday 11th December 2013	Meeting with Plaid Councillor Group, Vale of Glamorgan Council
Wednesday 11th December 2013	Cardiff and Vale Music Service Concert
Friday 13th December 2013	Attend Attestation Ceremony for Police Constables
Monday 16th December 2013	Meeting with Jan Williams, Independent Police Complaints Commission
Monday 16th December 2013	Meeting with Conservative Group, Cardiff Council
Monday 16th December 2013	Meeting with Liberal Democrat Group, Cardiff Council
Tuesday 17th December 2013	Meeting with University of Police Science Institute
Tuesday 17th December 2013	Meeting with Abdikarim and Mayor of Hargeisa
Wednesday 18th December 2013	Speak to Student Group, University of South Wales
Friday 20th December 2013	South Wales Criminal Justice Board
Friday 20th December 2013	Meeting with Jane Hut AM



Monday 20th January 2014	Police and Crime Panel Meeting
Tuesday 21st January 2014	Association of Police and Crime Commissioners meeting
Tuesday 21st January 2014	Meeting with the Ministry of Justice and Victim Support
Wednesday 22nd January 2014	Meeting with Jan Williams, Independent Police Complaints Commission
Thursday 23rd January 2014	Safer South Wales Meeting
Thursday 23rd January 2014	Meeting with Councillor Siobhan Corria, Cabinet Member, Cardiff Council
Thursday 23rd January 2014	Visit to St John Cymru Wales Offices
Friday 24th January 2014	Stepchange Debt Charity Launch and Advisory Group Committee
Monday 27th January 2014	The Bevan Foundation – Lunch with Keir Starmer QC on the theme of the Public and the Law
Monday 27th January 2014	Meeting with Professor Jonathan Shepherd
Tuesday 28th January 2014	Integrated Offender Management – Cymru Board
Tuesday 28th January 2014	Event regarding offending in the 18 – 25 age group
Wednesday 29th January 2014	Citizens in Policing Conference
Wednesday 29th January 2014	Meeting with St Giles Trust
Wednesday 29th January 2014	Reform Delivery Group Meeting, Welsh Government
Wednesday 29th January 2014	Meeting with HMIC Inspection Team Leader
Thursday 30th January 2014	South Wales Criminal Justice Board
Thursday 30th January 2014	Safer South Wales Action Group
Tuesday 4th February 2014	Meeting with Gill James, HYBU Ltd and Jonathan Cox Citizens Cymru/Wales
Thursday 6th February 2014	Meeting with the Welsh Police and Crime Commissioners
Thursday 6th February 2014	Meeting with Lesley Griffiths AM, Minister for Local Government and Government Business
Thursday 6th February 2014	Interview with Dr Jonathan Evans
Thursday 6th February 2014	Meeting with Policy Forum for Wales
Thursday 6th February 2014	Meeting with Councillor Julia Magill and Nick Batchelar, Director of Education
Friday 7th February 2014	St Giles Trust Cymru Choices Project Launch – Assisting disadvantaged 16 – 24 year olds to gain access to education, training and employment
Friday 7th February 2014	Meeting with Chief Executive of Cardiff Council
Monday 10th February 2014	Meeting with Charles Pollard QPM Chairman and Gary Stephenson Chief Executive Restorative Solutions
Tuesday 11th February 2014	Meeting with Chair of the Welsh Ambulance Service NHS Trust
Wednesday 12th February 2014	All Wales Criminal Justice Board
Wednesday 12th February 2014	Ministry of Justice – Transforming Rehabilitation Programme Engagement Event
Thursday 13th February 2014	Safer Communities Conference
Friday 14th February 2014	Interview with the BBC
Monday 17th February 2014	Positive Parenting Working Party: Give Evidence
Tuesday 18th February 2014	Meeting with Cardiff Youth Offending Service
Wednesday 19th February 2014	Meeting with Huw Irranca-Davies MP

Wednesday 19th February 2014	Meeting with Luigi Strinati, Director of the Courts Service in Wales
Wednesday 19th February 2014	Children and Young People Scrutiny Committee
Thursday 20th February 2014	Meeting with Sunil Patel, Show Racism the Red Card
Friday 21st February 2014	Meeting with the Prince's Trust
Friday 21st February 2014	Meeting with Huw Lewis AM
Friday 21st February 2014	Visit to Merthyr Bridewell with Huw Lewis AM
Tuesday 25th February 2014	Meeting with Director HMP Parc
Tuesday 25th February 2014	Meeting with the Royal British Legion
Tuesday 25th February 2014	Rhondda Cynon Taf Labour Group Council Meeting
Wednesday 26th February 2014	Western Bay Youth Justice and Early Intervention Service Management Board Governance Workshop
Thursday 27th February 2014	South Wales Criminal Justice Board Meeting
Tuesday 11th March 2014	Anti Slavery Awareness Event
Wednesday 12th March 2014	Restorative Justice Event
Wednesday 12th March 2014	Meeting with Unison
Wednesday 12th March 2014	Meeting with UPSI
Wednesday 12th March 2014	Guest Speaker at High Sheriff Mid Glamorgan Youth Community Awards
Thursday 13th March 2014	Special meeting of the Police and Crime Panel
Friday 14th March 2014	Meeting with Stephen Whale, Clerk to the Magistrates
Saturday 15th March 2014	Co-operative Party Meeting
Monday 17th March 2014	Speaker at the Silk Part Two Conference
Monday 17th March 2014	Labour Group meeting of the Police and Crime Commissioners
Tuesday 18th March 2014	Police and Crime Commissioners ICT Meeting
Tuesday 18th March 2014	APCC Victims Working Group Meeting
Wednesday 19th March 2014	Meeting with Ken Skates AM, Deputy Minister for Skills and Technology
Wednesday 19th March 2014	Meeting with Leanne Wood AM and Councillor Ian Johnson
Thursday 20th March 2014	National Cyber Crime Conference
Saturday 22nd March 2014	Speak at Unite Against Fascism Rally Bar National Mock Trial Competition: National Final
Monday 24th March 2014	Speaking at the Tackling Violent Crime Conference
Monday 24th March 2014	Western Bay Youth Justice and Early Intervention Service Management Board
Tuesday 25th March 2014	Meeting with Victims Support South Wales Criminal Justice Board Integrated Offenders Management Cymru Board
Wednesday 26th March 2014	All Wales Policing Group
Thursday 27th March 2014	All Wales Policing Group