



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

Police and Crime Commissioner for South Wales

Annual Report 2015-2016

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Commissioner's Introduction

My fourth annual report for the period 1 April 2015 to 31 March 2016 reflects on what was the final complete year of my first term as Police and Crime Commissioner for South Wales.

This was a year when the emphasis was placed very much on ensuring effective change through prompt positive action. Nowhere was this more evident than the work done on early intervention which resulted in a highly successful summit organised by my team and held at the Principality Stadium in January 2016. This ambitious event attracted a wide range of speakers and attendees from different organisations across South Wales, including Welsh Government, and it provided the ideal opportunity to share experiences and highlight positive examples where we can make a difference by working collaboratively with each other. Events like this are important because partnerships and collaboration are an effective way to deal with the challenges we will face in the future.

One of the most important partnership relationships I have is with the Chief Constable, Peter Vaughan QPM, and his chief officer leadership team. During the year I worked closely with the Chief Constable to produce my Police and Crime Reduction Plan for 2016-21 and it reinforces the principle that co-operation is the overarching principle that inspires us. Together we will achieve more than we will achieve alone. The support of the Police and Crime Panel must also be acknowledged in the planning process and I am grateful to the members of the Panel for their positive input.

My plan deals with the problem that the police service, like all public bodies, must seek to maintain and improve services to our communities with less resources. We all have

to deal with the impact of austerity and I have been impressed with the savings of £39 million that have been made since the government's comprehensive spending review in 2011-2012 whilst still maintaining a quality service to our communities. I know that more savings will have to be made and I will, along with the Chief Constable, continue to ensure that South Wales remains one of the safest areas in the United Kingdom to live, work and visit.

During the year there were changes to my leadership team and I was both saddened and delighted when my Deputy Commissioner, Sophie Howe, moved on to become the first Commissioner for Future Generations in Wales. My congratulations and best wishes go to Sophie on her appointment and I look forward to working with her and her new team. Dr John Rose took up the role of interim Deputy Commissioner and helped me to maintain the impetus up until the next round of Police and Crime Commissioner elections were due to take place in May 2016. My sincere thanks go to John for his support during this period.

I must also thank my team for their hard work and efforts to help me to deliver the priorities set out in my Police and Crime Plan. This report sets out the notable achievements that have been made in 2015-2016 which should be seen as a very positive year in my ambition to ensure a safer South Wales.




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

Performance against the Police and Crime (reduction) Plan 2015-2016

At the beginning of the Police and Crime Reduction Plan 2015-2018, I outlined the achievements that had been made in the short time since becoming Police and Crime Commissioner, and included activity across a number of areas, from supporting victims, through to the use of technology to improve policing and working with criminal justice partners on initiatives to reduce reoffending.

I am pleased to say that over the last year, we have continued to maintain that momentum and have been able to make significant progress through our partnership approach and the belief that, despite the financial challenges we all face, we can do more together than alone. One example of this is the Memorandum of Understanding we have signed with Public Health Wales which identifies areas we can work on together for mutual benefit.

My priorities outlined in the plan focus on four key areas - Working with the Police, Working with Partners, Working with the Criminal Justice System and Work in Development - which reflect the role and responsibilities of Police and Crime Commissioners and the fundamental principle to be tough on crime and the causes of crime, tackling and preventing crime by promoting an evidence-based, partnership approach to identify “what works” and how I can add value.

In relation to Working with the Police, the number one priority is crime reduction and prevention. Crime levels are at their lowest since the mid-1980s but the Chief Constable and I are determined to continue to make our communities safer and more resilient by better understanding and responding to

community needs. The ongoing engagement with our communities and our reviews of PCSOs and minority ethnic representation with South Wales Police, have provided us with a basis to move forward and ensure that the force is representative of the communities it serves and supports the needs of its workforce. We have also worked to improve the access to police services and the Public Service Centre is going through a significant programme of change to improve its call handling performance. In addition the work being undertaken in areas such as violent crime, violence against women and girls, and mental health are providing the public with the confidence to report crime, supported by victim satisfaction levels that place South Wales Police in the top 10 performing forces nationally,

Working with partners has always been the key element of my approach. The financial challenges faced by all agencies mean that we need to promote more innovative ways of working together to support the needs of our communities. The Help Point in Swansea is a prime example of the benefits of working together. Launched last year, this initiative continues to reduce the demand on police the police, as well as ambulance and health partners. The work being undertaken with partner in relation to anti-social behaviour, such as the introduction of the Community Trigger and Community Remedy, as well as our anti-social behaviour review will aim to further reduce levels within South Wales. The IRIS (Identification and Referral to Improve Safety) project, in partnership with health, also continues to gather momentum and is making a real

difference in encouraging individuals to disclose domestic abuse incidents and to be supported effectively. We are also working with partners to develop a plan to tackle Child Sexual Exploitation that will create a more cohesive response. Underpinning this activity is the support we provide to victims and the vulnerable. The responsibility for commissioning victim services has been passed to Police and Crime Commissioners and we are developing a service that is both innovative and has the victim at the centre of an approach that gives victims a greater voice.

The responsibilities of Police and Crime Commissioner extend beyond policing into the criminal justice system, providing an opportunity to link in with partners to reduce the levels of offending and reoffending. Our work in this area has focussed on developing initiatives that provide an alternative pathway out of the criminal justice systems and projects like the 18-25 triage and Women's pathfinder provide opportunities for positive interventions to divert people away from criminal activity - with the results being a significant decrease in re-offending behaviour. April 2016 will also see the launch of an innovative new service which will support offenders with substance misuse needs. The Drug Intervention Programme will be renamed Offender Interventions and will be provided by the Dyfodol consortium. This service will expand its focus from drugs to a wider substance misuse approach and will provide a consistent and coherent support mechanism throughout the criminal justice process. This is a significant improvement on previous arrangements and

reflects the need to support the vulnerable, whether they be victims or offenders. Work has also been progressing in relation to mental health and, as a result of our review into mental health, I will work with partners to establish a sanctuary to reduce the need to detain individuals in police cells and provide a place of safety for those in crises, providing a clear link to the Welsh Government's approach through the Mental Health Concordat. This period has also seen a significant change in the criminal justice landscape with the probation services being split into the National Probation Service and the Community Rehabilitation Company. I am pleased that both areas have been able to maintain the positive working relationships despite the impact of the changes, which has helped in the amalgamation of the South Wales Criminal Justice Board with the South Wales Integrated Offender Management Board. This has not only led to a more joined up approach and alignment of criminal justice priorities, but has reduced the amount of meetings that partners have to attend.

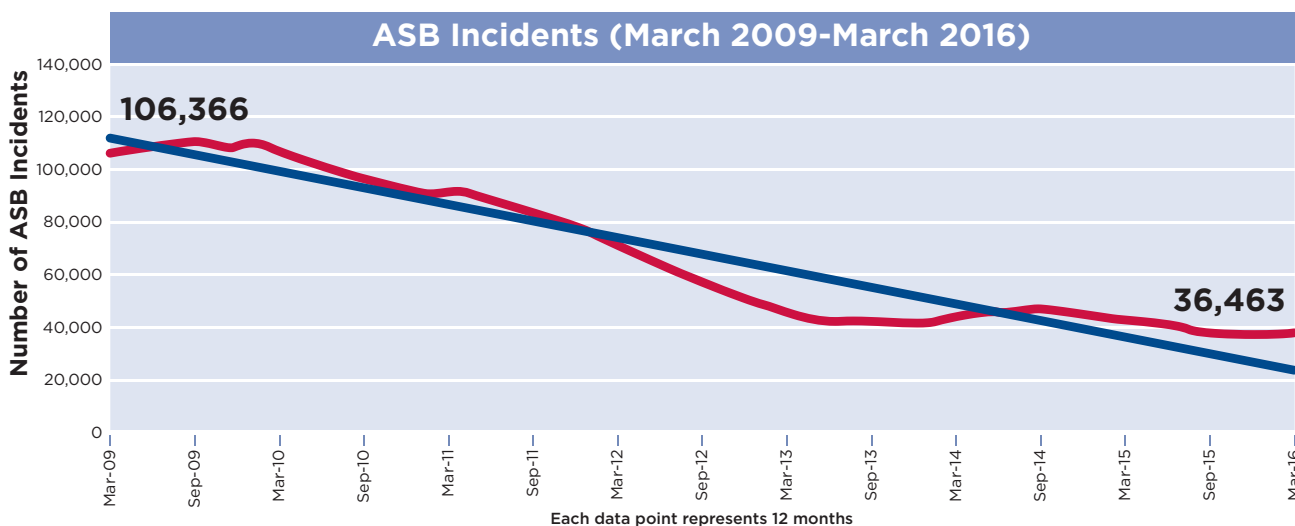
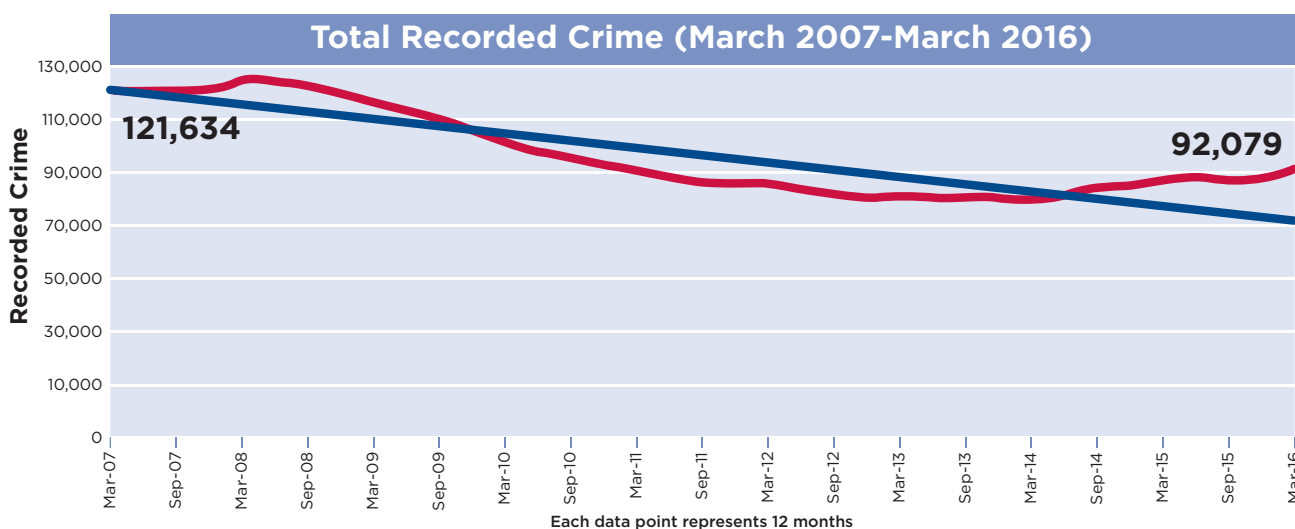
The fourth priority in the plan relates to areas of work that are "under development". This reflects the need to develop an evidence-based approach to understanding the issue prior to finalising our approach. Online crime, for example, is a developing area and can cover anything from fraud to online grooming, so we need to understand where the resources of the police and partners can be best applied to make the most impact, and how we can align this area into existing work. That is not to say criminal activity in these areas is not being investigated, but in order to develop a long-

term approach we need to develop a better understanding of the issue. Similarly with understanding the needs of older people, we are working with the Older People’s Commissioner on areas such as scams and doorstep crime, but need to understand whether there are particular needs that need to be considered.

I am pleased at the progress we have made in delivering my priorities, especially the ability to work with partners in times of financial challenge, where we have continued to seek opportunities to work together to deliver more effective and

efficient services to communities. This has provided a solid basis for us to maintain that momentum in the future and I am looking forward to developing further joint initiatives through the introduction of Public Service Boards, which I see as a key element for defining future multi-agency working across South Wales.

The long term trend of a significant reduction in the level of recorded crime is also reflected in the decrease in the number of anti-social behaviour incidents reported to the police. The two charts shown below illustrate this trend.



Financial Summary 2015-2016

Introduction

The financial year 2015-2016 represents the fifth consecutive year of reductions in funding and the allocations for South Wales Police have now been confirmed as a reduction of £8.6M compared to 2014-2015. Whilst this is consistent with our forecast in respect of 2015-2016 it is nevertheless extremely concerning. The total loss in funding since 2011-2012 is now £42.1M (23%). This is the highest percentage and cash reduction in Wales compared with the other centrally funded public services in Wales.

The current Financial Strategy to bridge budget gaps has been a combination of recurring cash releasing efficiency savings and measured increases in police precept and this strategy has been proven to be effective and will continue to be applied. This approach is supported by the comments by the HMIC that financial management is a strength in South Wales Police.

The confirmation of the fifth year settlement of CSR2010 continued to highlight the on-

going importance of effective forward planning and development of efficiencies measures to meet resource pressures for the Police Service.

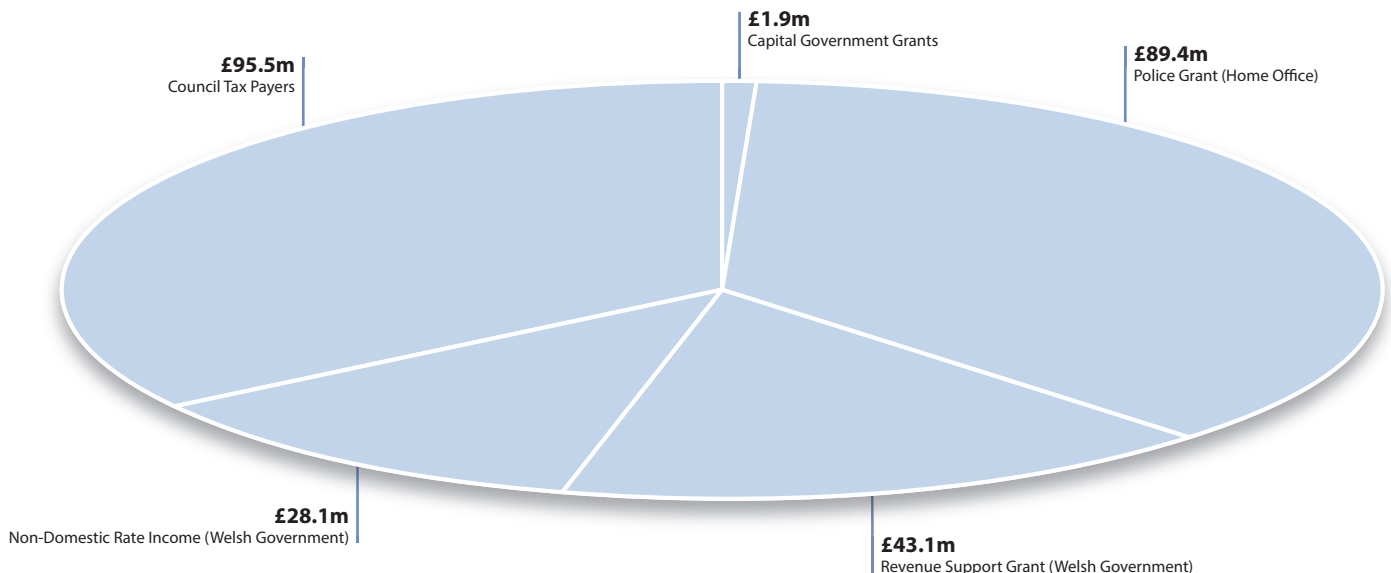
The police have demonstrated year on year compliance with the efficiency agenda, having faced some of the toughest cuts in the public sector.

It is also important to note that due to the historic under funding and the inequities of the formula South Wales Police has had to exceed the national targets to achieve a balanced budget, which in latter years have been achieved through budget cuts.

Financial Performance 2015-2016 Where the Money Came From

The below chart shows that almost 64% of funding is received from Government sources with the remainder from the collection of local council tax precepts. This highlights the continuing 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 2015-2016 are:

Force	£
South Wales	199.86
Gwent	211.62
Dyfed Powys	200.07
North Wales	235.44

Financial Performance 2015-2016 How the Money Was Spent

The below chart references the how the 2015-2016 budget was spent in accordance with the national police objective analysis

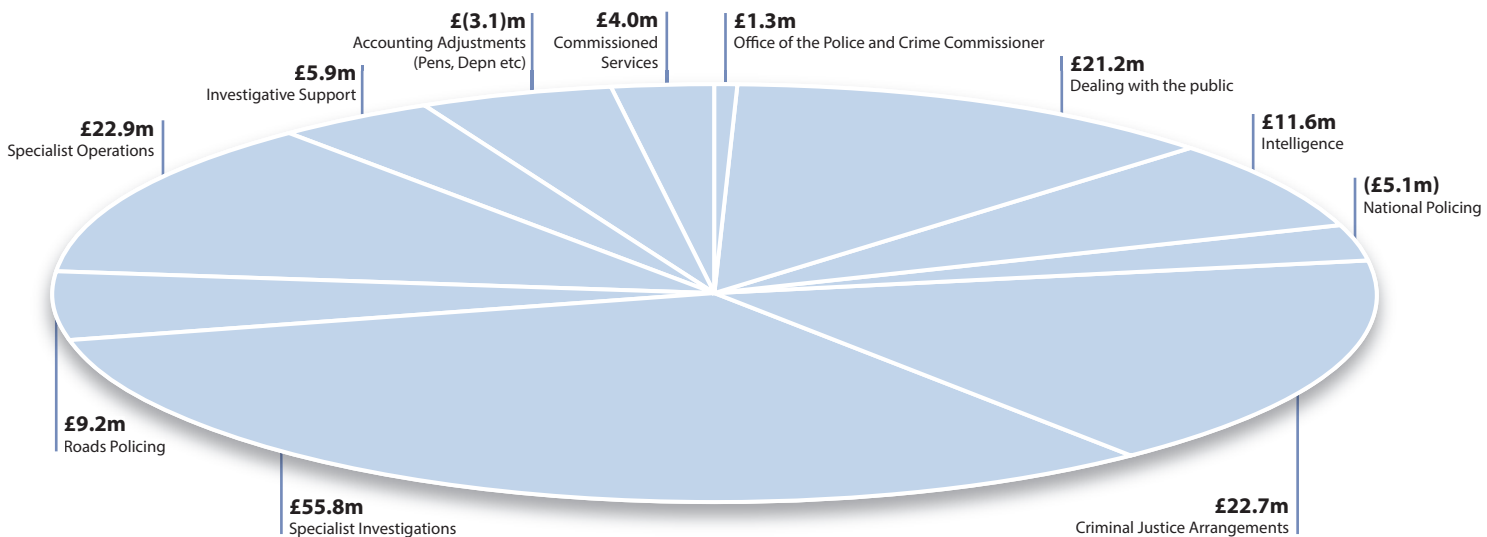
Community Safety Fund

I undertook to strengthen the way in which I worked with youth offending and community safety partnerships from April 2015-2016 by focussing on working together more flexibly as partners sat around the same table, sharing decision-making to achieved shared objectives, rather than offering grant funding linked to specific work strands as an 'external funder'.

I have of course already worked closely with

partners to develop shared objectives aligned to the Police and Crime Reduction Plan through our planning processes and through forums such as Safer South Wales as well as through regular one to one meetings and see this partnership focused approach to funding as the natural progression. Scrutiny and oversight is assured through the participation of myself or my team as members of the Community Safety Partnership (or equivalent forum) and Youth Offending Service Board, sharing in decision-making and performance monitoring of the whole partnership rather than through bureaucratic monitoring processes linked to limited areas of work that happen to be grant funded.

As well as maintaining the previous levels of funding into 2015-2016 I set out my intention in December 2014, subject to budgets and the Police Grant, to maintain levels of core funding to each Local Authority, as the responsible authority for these partnership areas over a two year period to take us through to March 2017 - to give some, much needed stability in what remains a very difficult financial climate for



our partners in South Wales. The allocations are shown in Appendix 2

Partnership Fund

The Partnership Fund is used to fund non-recurrent expenditure. It provides the financial stimulus to initiate new projects.

It has been particularly helpful in providing the match funding for the Violent Crime and Preventing Offending and Re-offending in the 18-25 Age Group projects, which are key elements of the Police and Crime Reduction Plan and have attracted significant Home Office funding (see the Innovation Fund below). Overall expenditure in 2015-2016 was £818,000.

A table showing a summary of the level of funding provided in 2015-2016 is attached at appendix 1.

Victim Services

South Wales Victim Focus

South Wales Victim Focus is the new name for the main support service delivered by Victim Support in South Wales. The new service has been designed to build on the wealth of experience within Victim Support to provide a localised, victim centred approach. Three local Victim Focus Teams are now operational in South Wales and are made up of specially trained staff and volunteers.

South Wales Victim Focus understands that the needs victims are not driven in isolation by the type of crime experienced and that each individual is unique. The local teams will work with each person to understand how best they can help and will respond to changing circumstances. The service also recognises the ripple effect that crime often has and is therefore available to anyone who has been affected, including witnesses,

friends and family members.

The Victim Focus Teams are based alongside partners and the police in the community and are already establishing a firm and reassuring presence. A new website will be launched in November to share details of the service, allow people to access support online and help and information to victims.

Victim Voice Co-Ordinator

A Victim Voice Co-ordinator is working to develop mechanisms for inclusion of victims at all stages of planning, development and review of victims services. The learning from this work will play a key role in ensuring that the Commissioner's strategic priorities, direction and funding decisions are shaped in relation to victim services by the experiences and opinions of those who have been affected by crime in South Wales. This learning will also be used to inform areas of work for South Wales Police, the Police and Crime Commissioner, and partner organisations.

Work is currently ongoing to establish consultation groups with victims and witnesses in South Wales to understand their experiences of attending court. This is a collaborative initiative with partners from HMCTS, CPS, SWP, Victim Support and the Witness Service. The learning from this will be shared by all partners to effect change and improve service across South Wales.

Innovation fund bids

Project Fusion

The Fusion programme continues to embrace policing technologies and leads the field in enhancing the service we deliver to the communities of South Wales, improving both visibility and operational

efficiency. Mobile devices have already been deployed to all front-line staff that contains the bespoke policing app, 'iPatrol', which offers direct access to local and national policing systems, such as PNC. Early 2017 will see the deployment of Body Worn Video functionality, which will give a dynamic and transparent method of evidence gathering. Other initiatives include a 'predictive policing pilot', a new IR3 tasking and briefing system plus the roll-out of laptop devices suitable for a range of more agile working environments. A new look and feel website will also offer more digital access services to our communities, which will include services such as online crime reporting and tracking.

Reducing Re-offending in the 18-25 age group

18-25 Triage, delivered by Media Academy Cardiff and Rhondda Cynon Taf Local Authority, was aimed at diverting young adults, who have committed low level or first time offences, away from the criminal justice system, and into community based interventions, designed to address the root causes and aggravating factors of offending behaviour. The project has a restorative justice focus and interventions are victim focussed and victim led in most circumstances.

18-25 Triage case managers are ideally placed within all South Wales Police Bridewells which allows timely and effective intervention at point of contact, and efficient diversion into community based interventions such as; consequences of crime workshops; consequential thinking activities; interaction with victims where appropriate, and a wide range of focus groups covering health and social care issues such as: substance misuse and alcohol; mental health

problems; internet crime such a sexting & revenge porn. Individual case work and referral into statutory services may also be arranged from this point.

Since its inception in 2014 the project has demonstrated an 11% reduction in re-offending across the South Wales area.

In June 2016, Media Academy Cardiff won the Welsh Government Youth Work Excellence Award for projects aimed at improving the health and well-being of young people.

Violent Crime

DrinkAware

DrinkAware Crew are specially trained student staff who work within venues to help keep students safe on a night out. Crew work in pairs with other members of staff such as security and bar teams to ensure customers have a safe evening where the risk of harm is minimised. They do this by:

- Promoting and encouraging a positive social atmosphere
- Providing support for customers who are already experiencing certain kinds of distress or trouble. (e.g. people who have lost their friends, are sick, unsure of how they're getting home)

Crew are embedded across the South Wales Force area in the following areas:

Cardiff: Pryzm (Monday nights), Soda Bar (Wednesday nights) and the Student Union on Wednesday and Saturday nights

Swansea: Walkabout, Idols and Fiction (Wednesday nights) Sin City (Thursday nights) and Divas Nightclub (Friday nights)

Treforest: University South Wales Students Union

This programme of work also includes a social media campaign entitled 'Wouldn't Shouldn't' on the basis of you wouldn't do it sober so you shouldn't do it drunk which aims to tackle sexual harassment and groping within the night time economy.

Know the Score

- Report produced by Liverpool John Moores University. Key findings: Awareness that it is illegal for a bar server to sell alcohol to someone who is drunk increased significantly from 48% to 62.4%, the proportion of participants who correctly reported that it is illegal to purchase alcohol for a drunk friend increased significantly from 50.2% to 63.4%. Key recommendation: this intervention should continue and be developed into an ongoing feature of a broader work programme

Public Health Wales data and research

- Work is ongoing with our violence reduction single points of contact within the Force to modify the public health wales reports to ensure they are useful and effective in informing our approach to policing.
- The Public Health Wales report into 'Public experiences of Cardiff Hackney Taxis in the Night Time Economy' has been produced which will be used to shape multi agency discussions with the local authority on how to tackle transport related issues in the night time economy

Help Point – Priority

- The economic evaluation report has been produced by the Swansea Centre for Health Economics. It is estimated that the

Help Point frees up £655,360 of public service spend or the equivalent of £420 per person

- Next steps: Embed the new A&E Symphony data collection system within the Help Point next year, this will enable us to cross reference patient information and robustly identify the financial savings to A&E.

Licensing Review

A review of Licensing has identified a need for a single overarching Licensing policy supported by operational guidance. This document will ensure a corporate approach to licensing that will stand scrutiny in an operational and legal environment. It will also set out the aims and objectives of the Chief Constable and Police and Crime Commissioner in terms of tackling alcohol abuse, violent crime and associated disorder. The operational guidance will provide clear direction to our staff and build confidence in our ability to check, test and enforce the applicable legislation. For consistency purposes the review has identified the need to roll out the 'Traffic Light System' used in Eastern BCU across the whole of the force area, ensuring that it is operated in broadly the same way. The review identified a lack of relevant training for licensing officers, a Professional development pathway for Licensing Officers will therefore be developed to ensure staff have the required knowledge and confidence to perform their role effectively. Further to this a Licensing working group with representation from the four BCU's has been set up to deliver all improvements identified in the review.

Community Alcohol Partnership

- The Community Alcohol Partnership which aims to tackle underage drinking and anti-

social behaviour has been launched in Pontardawe and is being developed in Porth, Rhondda Cynon Taf.

Strategy

- We are feeding into relevant strategic documents of our partners for example Cardiff Council's night time economy strategy.
- Next steps: the development of our own strategy for reducing violent crime. A South Wales Steering Group is to be established with partners to shape this strategy moving forward.

Violence against women and girls

Domestic abuse is core police business and we are committed to tackling this crime - from call taking and first response by officers, to the investigation and the subsequent action to protect victims. We believe that working in partnership is essential to ensure that domestic abuse becomes everyone's business. During 2015-6 we have worked closely with a number of statutory and voluntary sector agencies in South Wales to tackle domestic abuse and the many forms of violence against women and girls.

Our ongoing commitment to working in partnership has continued over 2015-16, through providing funds to establish creative and innovative services to ensure that we are able to provide the best possible services to victims and their families. We are proud to have pioneered a number of initiatives with our partners to improve victims' safety and hold perpetrators to account including:

IRIS (Identification and Referral to Improve Safety),

We have jointly funded IRIS implementation within Cardiff and the Vale and Cwm Taf University Health Boards through investing in general practice-based domestic abuse and sexual violence training and advocacy referral programme. We are the only police force area to have this unique service. IRIS enhances responses and access to support and advocacy for victims within a primary health care setting. IRIS is now operational within 25 General Practices located within Cardiff and the Vale of Glamorgan, and because of its success is being implemented across the 46 General Practices within Cwm Taf.

Through the provision of funding a number of other health based projects have been established that are seeking to improve safety, wellbeing and health experiences of victims/patients experiencing domestic abuse and sexual violence. Investing in developing health based IDVA provision and the development of senior safeguarding roles within Cwm Taf University Health Board and ABMU have helped to identify potential safeguarding issues earlier, improve, recording and information sharing and as a result increase referrals to advocacy and support services.

We have responded to the need to improve training in relation to domestic abuse, and sexual violence. Feedback from officers demonstrated the benefits of adopting a victim centred focus within training helped to increase officers understanding of the dynamics of domestic abuse and as a result increase their confidence in terms of responding to incidents.

South Wales Police and the Commissioner have developed and implemented an innovative strategy to recruit and train 24

male officers to become White Ribbon Champions, with the intention that our champions can help to challenge attitudes and raise awareness about violence against women and girls. During the first year of inception all White Ribbon Champions have undergone training and had the opportunity to identify areas for improvement, identified solutions and made major contributions to our campaigns.

Work has begun towards the end of 2015-16 to work in partnership with universities to develop an early identification and intervention model for key personnel and advocacy service for students who are undertaking further or higher education and are or have experienced domestic abuse or sexual assault. This unique intervention will be further developed during 2016-2017 and evaluated.

Early Identification and Intervention

The publication of the Adverse Childhood Experiences (ACEs) Study by Public Health Wales demonstrated a link between traumatic and stressful events that children can be exposed to while growing up and the likelihood of policing and criminal justice issues later on. The Welsh ACEs study demonstrated that individuals who had experienced four or more ACEs were.

- 15 times more likely to have committed **violence** against another person in the last year
- 20 times more likely to be **incarcerated** at some point in their lifetime
- 14 times more likely to have been a **victim** of violence in the past year

The evidence that 14% of adults (aged 18-69) had experienced four or more ACEs (when under 18) makes this an enormously important issue for policing and for the whole of the Criminal Justice System. That is

why early intervention became the theme of a “Summit” held jointly with the Chief Constable in January 2016 and a key element in the Police & Crime Plan 2016–2021 which was launched at that Summit.

However a child who experiences four or more ACEs may well live for a further 70 years, and the police have to respond to actions that damage others throughout a person’s lifetime. It’s a key principle for South Wales Police to intervene quickly whenever problems first start to emerge.

So the clear priority set out in the Police and Crime Plan, based on the evidence, is for Early Intervention and Prompt Positive Action.

Adverse Childhood Experiences include: childhood abuse (physical, sexual or emotional); family breakdown; exposure to domestic violence; or living in a household affected by substance misuse, mental illness or where someone is incarcerated.

The Early Intervention and Prompt and Positive Action: Breaking the Generational Cycle of Crime Project is seeking to address the lack of early intervention and preventative activity when ACEs are evident and families are at risk of the poor outcomes referred to above, particularly involvement in crime.

The project is a collaboration between Public Health Wales and South Wales Police, along with the evidence from the ACE study, and is funded through a successful bid to the Home Office Police Innovation Fund by the Chief Constable and the Police and Crime Commissioner. The project, with support from Public Health Wales and other partner agencies including the NSPCC, seeks to further understand the impact of ACEs on populations in South Wales and to identify opportunities for earlier intervention and prompt, positive action.

Project Updates

Anti-social Behaviour Thematic Review

The aim of an Anti-social Behaviour Thematic review is to further drive down incidents of anti-social behaviour in the South Wales area.

We are proud to have received an 'outstanding' from HMIC for our responses to anti-social behaviour, however, recognised there was still more we could do, a proactive approach. The Chief Constable and Police and Crime Commissioner agreed to a thematic review and have commissioned the University Police Science Institute Cardiff to assist in the undertaking of this.

The review has led to a number of changes and recommendations for further action. These being:

- New resources within the Force's Victim Telephone unit, specifically to gain an understanding of the levels of satisfaction of victims of anti-social behaviour.
- Working with our partners to identify the blockages in partnership working, key issues of information sharing whereby new processes have now been set up to allow the transfer of information between South Wales Police, local authorities and our social landlords this is designed to improve working relationships resulting in better outcomes for victims of anti-social behaviour.
- The development of a new performance framework along with meetings specifically for anti-social behaviour, this will allow the on-going review of demand

and performance across the Force, along with this adaptation for Force policies and procedures to ensure the needs of victims are being met.

- Review of how we are identifying and responding to hotspot areas and engaging with our communities. New work being undertaken trialling patrol strategies and community engagement styles. Public surveys carried out to test the benefit for our public.
- New services being developed to support our most vulnerable including those with mental health issues.

The Commissioner, Alun Michael and assistant commissioner Bonnie Navarra, who works in a split role with the Welsh Government, will start a new work programme with the Welsh government to look at social landlords responses to vulnerability, with the intention of achieving greater consistency of best practice for our communities, this will complement all the work being undertaken within the force.

Crime Prevention

Police and Crime Commissioner, Alun Michael has been working with partner agencies and local communities to develop a new approach to tackling doorstep crime and unwanted callers.

Figures have shown 93% of people surveyed recently by South Wales Police said they do not want doorstep sellers calling at their home, yet 29% reported that uninvited traders had called at their address in the past 3 months with 25% saying that certain traders have called repeatedly. To deter such uninvited traders, Alun Michael, has

introduced a booklet informing residents of their rights. This also includes a sticker which when displayed on or by a householder's front door makes clear that they do not welcome uninvited doorstep callers or traders. This booklet and sticker have been produced in partnership with Trading Standards, the Older People's Commissioner, Age Cymru and local authorities. Feedback was gained from over 100 people at focus groups held with each of the seven local authorities to ensure the booklet and sticker would meet the needs of our communities.

Residents from Porthcawl, Bridgend and Sandfields, Port Talbot were a pilot for this project and received a sticker and a booklet. 33% of people reported that before receiving these they felt poorly informed or not at all informed around who to call for advice or assistance to deal with these nuisance doorstep callers and uninvited traders. In addition 95% of the resident's surveys said they would display the sticker by their front door to deter nuisance callers and uninvited traders and were pleased to receive these resources which makes clear their rights as a householder.

All figures have been obtained by an online poll conducted by South Wales Police which found that out of 1,104 people 97% said they do not want uninvited doorstep traders calling.

Neighbourhood Police teams, police volunteers and partner agencies will work together to get the booklet and sticker out to individual households, specifically targeting the areas most affected by this issue. In addition a film about the campaign

featuring key partners and a case study filmed with a victim of doorstep crime given an example of their experience will also be issued to the media and shared on social media.

Tackling child sexual exploitation

As a result of the thematic review of Child Sexual Exploitation that was requested by the Police and Crime Commissioner during the early months of 2015, it was recommended that a debriefing service would be developed to ensure engagement with young people who were vulnerable and who were in danger of becoming sexually exploited. It was felt by many young people in South Wales that a particular kind of person was needed to disclose vulnerabilities associated with child sexual exploitation. Children and Young People often find it difficult to disclose to professionals who are seen as figures of authority such as teachers, police or medical professionals. However, it was stated by many young people during the review that they found it easier to communicate with youth workers or people from third sector organisations.

Child Advocates

The Child Advocates were interviewed by members of the Project board that included operational police, Barnardo's and the Police and Crime Commissioner's Office. The Advocates are based in the four Basic Command units in Cardiff, Pontypridd (in the Multi Agency Safeguarding Hub - or MASH), Swansea and Cowbridge. It was expected that the people who were chosen to take these roles were experienced in

dealing with young people. This includes safeguarding procedures that were appropriate for dealing with very vulnerable young people who were at risk of or experiencing child sexual exploitation. The four Advocates are very experienced in dealing with children in a sensitive way that encourages disclosures. Communication techniques that are common to all the Advocates are Restorative Approaches, Motivational Interviewing Techniques and a wealth of experience in dealing with partnership agencies. They are all from a Youth Service or Barnardo's background.

Their role includes:

- Return to home interviews of missing children and where appropriate, work directly with the children who have suffered exploitation or at risk of suffering exploitation.
- Work with educating professionals and those in hard to reach groups. To ensure we could support child victims and witnesses through the criminal justice system.
- Identify and implement an investigative and multi-agency trigger plan or provision to support those at risk.
- Support early intervention and inter-agency preventative action, along the lines of prepare, prevent, protect and persecute.
- To obtain information to analyse Child Sexual Exploitation and to obtain a better understanding of the problem across South Wales.
- Ensure children in or out of mainstream education have support in relation to

Healthy Relationships and Wellbeing.

- Support victims or those at risk through the Criminal Justice System utilising multi agency interventions prioritising those most at risk.
- Work with hard to reach individuals and groups.
- Work in partnership as directed by the operational team of professionals and programme to protect those at risk.

The overarching aim of the Child Advocates is to engage young people who are at risk of being sexually exploited and protecting them from harm. Ultimately, it is important for us to ensure that young people feel comfortable enough to talk honestly with the practitioners so that we can support them. As we get more disclosures, data collection will become more robust, enabling the South Wales Police to create more strategies to deal with perpetrators of sexual exploitation.

It is partnership working between different agencies that ensures that we are protecting young people while at the same time ensuring that perpetrators are prevented from causing harm.

Working with partners to reduce individuals with mental health/learning disabilities entering the Criminal Justice Service

The multi-agency project examined prevention and early intervention for individuals with mental health and /or learning disabilities being diverted from entering the Criminal Justice system. The project was commissioned by the Police and Crime Commissioner of South Wales Police

in conjunction with Cardiff and Vale University Health Board in 2013.

Over the course of the two-year period of the project both qualitative and quantitative methods of investigation were used to determine the extent to which individuals were detained in police custody and how the introduction of alternatives to detention may prevent individuals being stigmatised with having a record on the NICHE police recording system or being assessed by mental health services and subsequently having a clinical record when they may never need to access services again. The average number of individuals being assessed over the two year period who had no follow up following detention was 45%.

The final report from the first part of the project was published in November 2015. Throughout this period of time the project lead had been linking closely with the lead for the Crisis care Concordat in Wales.

The report identified a number of recommendations, some of which are under development but have also influenced the Crisis Care Concordat for Wales.

The recommendations were:

- Developing citizen centred services:
 - i) Development of a Crisis Sanctuary (This is now in progress)
 - ii) Further work should be undertaken with primary care mental health services and GPs to identify opportunities for routing individuals into appropriate services more quickly and directly, for example direct referrals to primary care mental health services. Further work should be

undertaken with housing departments, to influence pathways of care, placements and access to appropriate housing when required. (to be developed)

- Supporting staff to make better decisions
 - i) South Wales Police and Public Health Wales health should work together to develop a decision making tool (to be used as an app) for police officers (and others such as Ambulance services, British Transport Police). (This is now in progress)
 - ii) Building upon the success of victim centred training in other aspects of safeguarding within South Wales Police, enhanced training for Public Service Centre staff should be implemented to increase their call handling skills in managing vulnerable people should be put in place using third sector organisation such as the Samaritans to provide training and support.
 - iii) South Wales Police should support the deployment of staff with mental health expertise into the Public Service Centre based on evidence from literature and some early implementer sites in England. The evidence demonstrates that telephone triage can reduce the use of s136 MHA with more positive outcomes for individuals in mental health crisis (This is now being considered).

Further analysis of the quantitative data has been undertaken particularly around those individuals who have been detained on

section 136 MHA 1983 on more than one occasion. Specific groups of people have been identified and a report has been produced on each specific group:

1. Individuals with a diagnosis of personality disorder
2. Individuals who have used substance (drugs and/or alcohol)
3. The homeless population
4. Veterans
5. Young people particularly 'looked after children'

The Representative Workforce Programme

The Commissioner has challenged the police to recruit and retain a workforce that is more representative of the communities it serves and this is a clear feature of the Police & Crime Reduction Plan.

Following our joint thematic review into BME recruitment, progression and retention in 2014, the Commissioner and Chief Constable have been jointly delivering a Representative Workforce programme over the last year. The project has established a Development Champions scheme, meaning that any BME member of the community with an interest in working for South Wales Police can be allocated a mentor to support them through the recruitment process. The programme is also delivering on many activities to enhance our community engagement and partnership working activity so that we can increase the numbers of BME people applying to us and break down some of the barriers that have previously existed for some communities

wishing to join us. We have also established an internal Progression strategy for existing BME employees to be encouraged and supported to progress through the rank and grade structures. Since the establishment of the BME project work we have seen the numbers of job applications from BME people vastly increase and we are pleasingly beginning to see this translating into more BME numbers joining our organisation. This is essential in order for us to best serve our diverse communities.

Following the successful implementation of the BME recruitment and progression work, we have undertaken a review into female recruitment, retention and progression over the last year. This has looked at ways to better understand how we can address our under-representation of female officers and provide better support to all our female employees in their roles so that they are encouraged to stay with us and progress. The review has led to the development of the 'South Wales Police Plan for Female Recruitment, Progression & Retention' and will be taken forward jointly by the Commissioner and Chief Constable. The Plan aims to introduce policy change and new initiatives to better support women in the workplace.

Governance

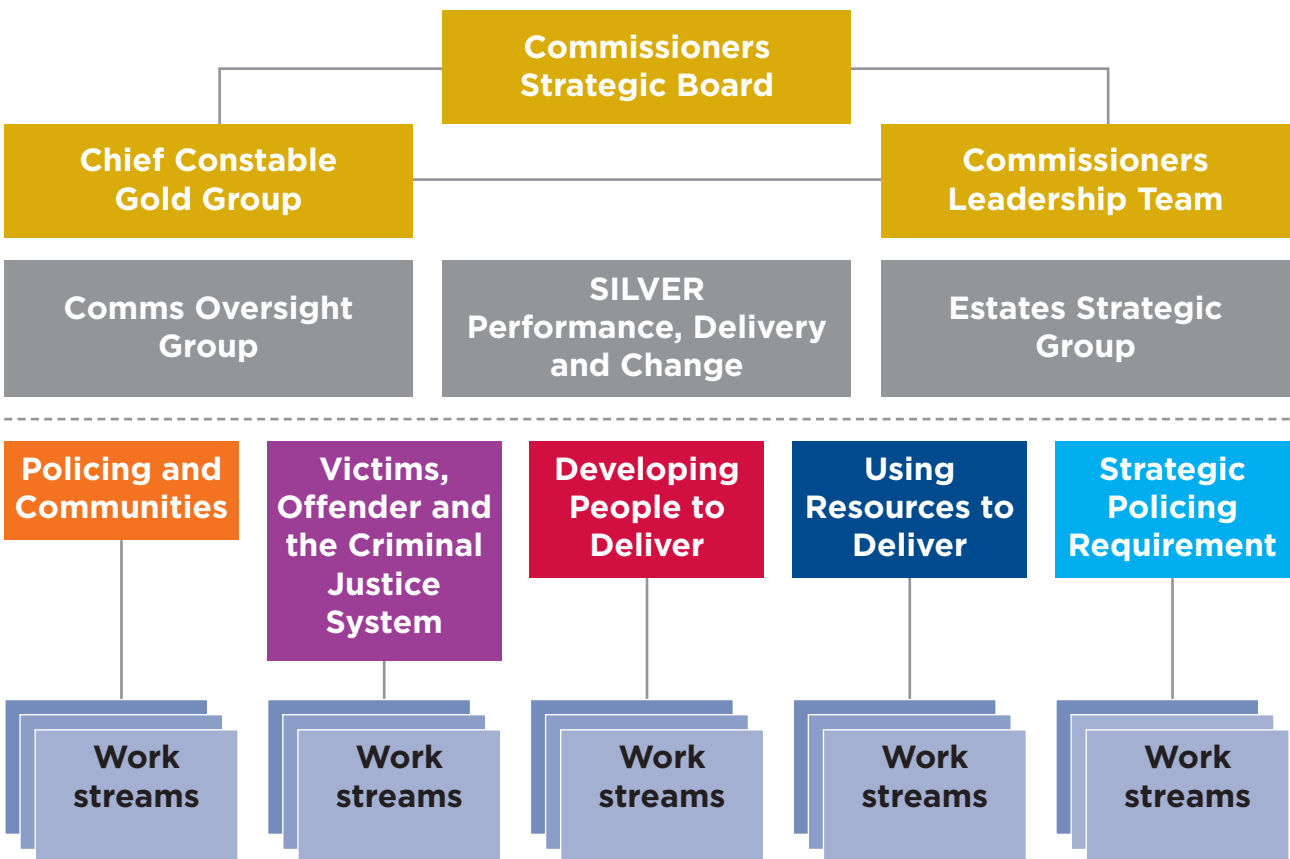
Governance Structure

Since becoming Police and Crime Commissioner I have worked with the Chief Constable to develop a clear governance structure which will enable us to provide both leadership and appropriate accountability.

The Police Reform and Social Responsibility Act 2011 created two separate “corporations sole” within each Police Force – the Chief Constable and the Police & Crime Commissioner. They have clear and separate roles and responsibilities which are well understood in South Wales. The operational independence of the Chief Constable is protected in legislation, with responsibility for the delivery of the priorities set out in the Commissioner’s Police & Crime

Reduction Plan. The Commissioner is required to promote crime reduction and partnership working, protect the operational independence of police officers, be the voice of the public (especially victims) and hold the Chief Constable to account.

Whilst being mindful of our respective roles and responsibilities, these and other requirements are best delivered through a partnership approach of mutual support and challenge, underpinned by shared principles of co-operation, early intervention and prompt positive action. Over the last year, significant progress has been made in developing this joint approach to reflect a framework that is understood within operational policing, but can act as a mechanism for joint delivery. The diagram below outlines the governance framework.



Decision making

The decisions 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

I continued to ensure that the requirements contained within my manual of governance were followed and that decisions made under the Manual of Governance were properly recorded and available for scrutiny. The manual was updated during the year and a revised version is now in place.

Commissioner's Strategic Board

My Strategic Board continued to meet on a bi-monthly basis 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.

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

During 2015-2016 the Panel met on 5 occasions

- 28 April 2015
- 14 July 2015
- 13 October 2015
- 15 December 2015
- 1 February 2016

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

<http://democracy.merthyr.gov.uk/ieListMeetings.aspx?Committeeld=349>

I built on the constructive and challenging working relationship with the Panel by continuing to report all my statutory obligations which included the precept, my financial strategy and regular performance updates. I also took every opportunity to inform the Panel of the non statutory aspects of my work and to invite them to events organised by my team as I value their input and it is in keeping with my inclusive approach.

I continue to recognise the role of the Panel as an important one and a constructive part of the scrutiny process and I am grateful to its members for the support they gave me during the year.

The Police and Crime Panel met on 5 occasions during the year and continued to act as a positive "critical friend" in terms of constructively challenging and supporting me with my work. During the year I reported to the Panel on the following subjects:

- Mental health and the Criminal Justice system

- Organised crime and local profiles in South Wales
- Approval and performance of the Police and Crime Reduction Plan
- The planning cycle and time table for the precept 2016/17
- Child sexual exploitation
- Swansea help point
- Financial reports on - revenue and capital outturns, statement of accounts, value for money plan, treasury management policy and the 2016/17 precept.
- Confirmation hearing for the proposed appointment of a Deputy Police and Crime Commissioner
- Responses to questions raised by the Panel on immigration, psychoactive substances and child sexual exploitation.
- A presentation on performance, victim satisfaction, public confidence, crime, anti-social behaviour, community focus, technology and historical funding.

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 2015-2016 on the following dates:

- 24 June 2015
- 29 September 2015
- 9 December 2015
- 30 March 2016

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

The annual report of the Joint Audit Committee is attached at appendix 3

It is pleasing to report that the Wales Audit Office provided an unqualified audit opinion on the Accounts for 2015-2016.

Her Majesty's Inspector of Constabulary (HMIC)

During the year Her Majesty's Inspector of Constabulary (HMIC) carried out their second assessment of the effectiveness, efficiency and legitimacy within South Wales Police, through their PEEL (police effectiveness, efficiency and legitimacy) inspection process. The results of the assessment were that:

- The extent to which South Wales Police is effective at keeping people safe and reducing crime is **good**.
- The extent to which South Wales Police is efficient at keeping people safe and reducing crime is **good**.
- The extent to which South Wales Police is legitimate at keeping people safe and reducing crime is **good**.

HMIC highlighted the performance of South Wales Police in keeping people safe and reducing crime, as well as the effectiveness in preventing crime and the reliable service provided to victims. This level of performance should provide reassurance to the communities of South Wales, and provides a solid foundation in relation to the launch of the victim focus service in 2016, which seeks to further improve the level of support provided to victims and put the victim's voice at the centre of our approach.

HMIC were also impressed by the force's comprehensive understanding of the communities that it serves, which in turn has allowed the force to develop a good understanding of the demand for its services. In this area HMIC recognised the force as outstanding in its use of resources to meet the demand for its services, while also reducing costs and improving service.

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. 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.

Communication and Engagement

The vision is to be the best at understanding and responding to the needs of our

communities; effective communication and public engagement sit at the very heart of this.

Whilst the purpose of the police is to prevent crime, reduce offending and protect the public, particularly the most vulnerable members of our society, this can only be achieved through effective partnership working, and clear communication both internally and externally.

The role of communication and engagement are fundamental to the realisation of the vision of South Wales Police which is ‘to be the best at understanding and responding to our communities’ needs’. Developing and maintaining positive relationships are essential to the success of every facet of our policing, where effective communication stems from interacting with communities, listening to their views and acting upon them in a way that improves our service delivery. Collaboration sits at the heart of this approach, with communication tailored to the needs and requirements of the different communities of the South Wales area.

South Wales is experiencing some of the lowest levels of crime and anti-social behaviour for many years but cuts to public services bring new challenges to policing. The mission is to make South Wales safer and it is more important than ever that we take an evidence-based approach to what works. Therefore the plan is to combine forward planning for both performance and communications, building on a joint communications strategy. The objective of this Joint Communications & Engagement Strategy is to outline how our approach will support the mission, vision and values of South Wales Police and the delivery of the 2016-2021 Police & Crime Reduction Plan.

The Commissioner and Chief Constable, have developed a set of shared priorities for policing South Wales and we have agreed to develop a single system of communication and engagement with the public. We continue to uphold our values of being Professional, Proud and Positive.

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 2014-2015.

- The Commissioner
- Staff matters
- Income and Expenditure
- Properties, rights and liabilities

- Decisions
- Policies
- Prevention of crime and disorder
- Independent custody visiting

Promoting Ethics and Values

Prior to the introduction of the Code of Ethics, staff and officers within South Wales Police were held to account in terms of their behaviour and ethical viewpoint through monitoring and education by the South Wales Police Professional Standards Department. My Public Response Manager liaised closely with the Professional Standards Department to ensure that all officers adhered to the professional standards required of them.

My Public Response Manager worked jointly and very closely with the Professional Standards Department and with the Assistant Chief Constable of South Wales Police with the responsibility for professional standards in introducing and imbedding the Code of Ethics within South Wales Police.. This led on to the formation of an Independent Ethics Committee which consists of independent members of the community within South Wales who will independently review strategic and sometimes operational decisions made which have an ethical impact.

I have made transparency and the Code of Ethics a running theme throughout my Police and Crime Plan and do not believe that it needs to be a separate topic within the Plan. High professional standards and strong ethical principles are a golden thread which hold all areas of policing and partnership working together and will be a common denominator linking all of my areas of work together.

Volunteering

Developing our joint approach to volunteering

Developing our joint approach to volunteering

We have continued to work strategically with the Chief Constable and his team to increase the scope and effectiveness of our investment in volunteering, whilst maintaining the necessary separation of responsibilities. For example, the Chief Constable recruits and manages Special Constables and the Commissioner recruits and manages Independent Custody Visitors.

During 2015-2016 the new South Wales Police Youth Volunteer scheme was launched as a joint South Wales Police family initiative involving Assistant Commissioner, Dr. John Rose. The new scheme is for young people aged 13 to 18 years and aims to inspire young people to participate positively in their communities, provide opportunities for the voices of young people to be heard, encourage their spirit of adventure and good citizenship, promote a practical understanding of policing and support local policing priorities through volunteering opportunities. Four 'hubs' were launched during 2015 - 2016 with the number now standing at eight.

A founding principle of the scheme is to recruit a proportion of volunteers from vulnerable backgrounds and from those areas where engagement with the police has been low.

Engagement has continued with Police Student Volunteers supporting the Violence

Reduction programme in Swansea, agreeing and supporting the recruitment of additional Special Constables.

The South Wales Police Compact with the Third Sector was launched in October 2015 and has since expanded to include the two Fire and Rescue Services. A Steering group has been brought together to oversee implementation of the Agreement which includes a commitment to support volunteering.

Independent Custody Visiting and Animal Welfare Visiting

Independent Custody Visitors are volunteers from our local communities who carry out unannounced visits to our police custody suites to speak to detainees and check on the conditions in the cells. They are 'the eyes and ears of our communities' and provide independent assurance about how the police treat people held in custody. Custody visiting is a statutory duty and one of the key ways in which the Chief Constable is held to account.

Detainees are held in one of four custody suites at Swansea, Cardiff Bay, Merthyr Tydfil and Bridgend.

Visitors made 203 visits to these custody suites during 2015-2016 and spoke to 716 detainees including 66 juveniles. This compares to 614 detainees (including 50 juvenile detainees) in 2014 to 2015. Of the detainees available to receive visits 94% accepted the visit offered.

Visitors observed conditions in the cells and custody units, spoke to detainees about their rights whilst in detention and any welfare concerns they might have and

reported back. Issues were noted in 46% of visits with the most common being 'detainee welfare' closely followed by 'repairs and defects'. Health and safety, which is limited to those issues which could pose an immediate threat to detainees accounted for just 4% of issues noted and cleanliness 6%. A further 9% related to deliveries, collections or stores which includes for example, supplies of meals and drinks, blankets and anti-rip suits and laundry supplies. 'Detainee welfare' includes instances where detainees appear upset or agitated, concerns about child or pet care whilst they are in custody and requests for medication or to see the nurse or doctor. There were very few instances of complaints by detainees about their care or treatment whilst in custody. Repair issues were generally the result of 'wear and tear' or, in some cases, deliberate damage by detainees. Whilst some repairs take a long time to remedy due to the need to wait for specialist parts or in the case of Cardiff Bay date back to long-standing issues around the original design and build (which is being addressed), the volunteer visitors are encouraged to keep on reporting on such issues, so they continue to be chased by custody services.

The day of week and time of day that visits are carried out is also monitored indicating that in 2015-2016 Tuesday was the most popular day for visits (48 visits) and Friday the least popular (14). Overall the number of visits completed on the weekend was 31. Very few visits were carried out after 7:30pm in the evening (16) compared to 67 visits between 8am and 12 noon, 55 visits between 12 noon and 4pm and 47 visits

between 4pm and 6pm. Visitors have therefore been encouraged to increase their visits outside of the popular times and on weekends.

Regular meetings were held between the volunteer visitors, the Commissioner's representatives, Custody Inspectors and senior officers to discuss any issues of concern and ensure that the scheme was operating effectively.

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 and RSPCA.

During 2015-2016, 43 visits were carried out to Waterton.

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.

Although not strictly a strategic policing requirement the contribution South Wales Police made to the NATO summit was an outstanding example of how forces can combine to police an event of international significance. We must be rightly proud of the contribution made by our officers and police staff. My congratulations go to them all.

Engagement

Events and meetings attended in 2015-2016

A list detailing the events and key meetings I attended during 2014-2015 is attached at appendix 4.

Contact Details

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Telephone: 01656 869366

Email:

commissioner@south-wales.pnn.police.uk

Appendix 1

2015-2016 Notable Achievements

- Police and Crime Plan 2016-2021
- Early Intervention Summit January 2016
- Partnership fund
- Police Innovation Fund projects
- Memorandum of Understanding with Public Health Wales for collaborative arrangements
- Investors in People Accreditation for the Commissioners team
- Child Sexual Exploitation Action Plan launched
- Introduction of the Single Integrated Architecture Structure
- Development of the police estate
- Violence reduction conference
- The representative workforce programme

Appendix 2

Summary of Community Safety Grant Funding 2015-2016

Local Authority Area	Purpose of funding and partnership	Funding £
Bridgend	Community Safety (Safer Bridgend partnership)	56.1k
	Prevention of Youth Offending (Western Bay Youth Justice and Early Intervention Service)	31.9k
Cardiff	Community Safety (Safer & Cohesive Communities Programme Board)	149k
	Prevention of youth offending (Cardiff Youth Offending Service)	78.7k
Merthyr Tydfil	Community Safety (Merthyr Tydfil Local Service Board)	41.2k
	Prevention of Youth Offending (Cwm Taff Youth Offending Service)	34.9k
Neath Port Talbot	Community Safety (Safer Neath Port Talbot partnership)	59.7k
	Prevention of Youth Offending (Western Bay Youth Justice and Early Intervention Service)	35.8k
Rhondda Cynon Taff	Community Safety (Rhondda Cynon Taf Safety Board/Local Service Board)	82.3k
	Prevention of youth offending (Cwm Taff Youth Offending Service)	64.4k
Swansea	Community Safety (Safer Swansea partnership)	120.5k
	Prevention of Youth Offending (Western Bay Western Bay Youth Justice and Early Intervention Service)	63.1k
Vale of Glamorgan	Community Safer (Safer Vale)	56.5k
	Prevention of Youth Offending (Vale of Glamorgan Youth Offending Service)	23.2k

Appendix 3

Joint Audit Committee Annual Report 2015-2016

This is the Third Annual Report of the Joint Audit Committee that was established by the Police and Crime Commissioner and Chief Constable of the South Wales Police in 2013 to provide independent assurance on financial and governance issues that affect both Corporate Soles.

The Committee is governed by Terms of Reference that have not been changed in the current year and there has been no change in membership of the committee since its inception.

The Committee meets formally four times a year and alternate meetings are used for in depth analysis of issues or presentations on emerging areas of business development.

The Committee in formulating its opinion rely on the work of Internal Audit, External Audit, HMIC Reports and Peel Assessments and the input from Senior Management Teams of both Corporate Soles. The Committee is serviced by the Secretariat of the Police and Crime Commissioner and is assisted by the Operational Research Team of the Chief Constable.

Internal Audit

The Internal Audit Service is provided by TIAA following a successful competitive tendering process. The transition between Internal Auditors has been successfully implemented with no issues arising.

The Internal Audit Plan is a risk based plan focussing on significant financial and operational risks identified by senior management and overseen and amended by the Committee in providing the required assurance.

22 areas were covered in 2015-2016

including core financial systems, business and operational systems and governance issues. 10 areas received Substantial Assurance including core financial systems, 11 areas received Reasonable Assurance and only 1 area a Limited Assurance.

The Limited Assurance received in respect of Fleet Management has given Senior Management the basis on which to improve service and outline remedial steps which the committee has accepted and will review.

The Committee also received an update on outstanding Priority 1 and 2 adequate and effective recommendations from previous Deloitte Audits and these had been implemented.

The Committee has been impressed by the turnaround of the reports, the detailed analysis and the clarity of the recommendations in the reports received.

Full details of the reports can be seen in the working papers of the Committee.

The Internal Audit Annual Report of TIAA concludes “the Office of the Police and Crime Commissioner and Chief Constable of South Wales has adequate and effective management, control and governance processes to manage the achievement of its objectives”

External Audit

The Wales Audit Office undertake the Statutory Audits of the Corporation Soles in accordance with Law together with performance audit work and other ad hoc investigations. They also take into account the opinions of Internal Auditors and Regulators in forming their opinion.

The Audit Committee has no scope over the work of the External Audit but does hold private sessions with them in respect of emerging issues and receives their Annual Management Letter and observations at Committee meetings attended.

The Committee ensures that any recommendations arising from their work are timely implemented and reviewed.

The Committee notes from the Annual Audit Letter:

The Accounting Statements and related notes give a true reflection of the financial position of the Corporate's Sole and South Wales Pension Fund;

There are no material misstatements identified in the financial statements which remain uncorrected. We note the misstatements that have been corrected and brought to management's attention;

No material weaknesses in internal controls were identified that have not already been reported;

Recommendations arising from the audit will be monitored and in particular those relating to fixed assets.

The Auditor General issues an Unqualified Report on the financial statements.

HMIC - PEEL Assessment/ Inspections

The Committee has considered and monitored the recommendations contained in the reports that have come from the HMIC during the course of the year.

The Committee has been impressed by the number of positive reports that South Wales have received and the exemplar way in

which the forces work has been seen as good practice

HMIC has commented "The force is effective in preventing crime and the services provided to victims is reliable. Standards of investigation are high and there are good arrangements in place to tackle serious and organised crime. Impressed with the forces understand of communities and engagement is commendable. The force is outstanding at using resources to meet demand".

Where areas of improvement have been identified e.g. understanding future demand, low level domestic abuse, handling child abuse investigations, stop and search the Committee has already looked at or will be looking at these areas in depth to gain the necessary assurances.

Management Presentations

The Committee has received a number of presentations from Management in the course of the year to increase their knowledge of the subject areas and to undertake an in depth analysis of these areas of business and obtain assurance. These have included Medium Term Financial Strategy 2016-2020, Future Policing Demand, Cyber Crime, HR Function and Strategy. Fraud, Corruption and Vetting, Communication Strategy, Project Fusion etc.

Risk Register

The Risk Register has been considered at the meetings of the Audit Committee during the course of the year. Whilst there have been significant improvements in the way that risk has been managed and has become embedded in the organisation it

was felt that a fundamental review be undertaken utilising the experience of the internal auditors as well as outside academic research. The outcome of that review will be presented in the new financial year.

Conferences and Visits

Members during the course of this year attended a Conference of all Welsh Audit Committees in North Wales facilitated by CIPFA and the Early Intervention Summit hosted by the Commissioner and Chief Constable of all partners in South Wales.

The Committee were impressed with the early intervention partnerships that had been developed by the force in addressing root issues of crime and in preventing crime.

During the year the Committee have also visited Ty Richard Thomas, the New Central Stores and the new Motor Maintenance Facility Jointly run by the Force and Bridgend County Council and the Data Back Up Site at Ely which represented major capital investment in improving the efficiency and effectiveness of service delivery.

Financial Report and Statement of Accounts 2015-2016

The Committee has considered the Financial Report of and Statements of Accounts for the Year Ended the 31st March 2016 prepared by the Chief Financial Officer for the Police and Crime Commissioner and Chief Financial Officer to the Chief Constable.

Joint Annual Governance Statement 2015-2016

The Committee has considered the Joint Annual Governance Statement of the Police and Crime Commissioner and Chief Constable of South Wales.

During the course of the year the Joint Annual Governance Statement has been reviewed and simplified with Procurement receiving an in depth review. The Committee commended the approach taken in the development of the Governance Manual to be utilised on other governance arrangements particularly partnership working.

Police and Crime Commissioner and Chief Constable

The Committee has access to both Police and Crime Commissioner and the Chief Constable and they are represented at meetings by Senior Management. During the course of the year both the Commissioner and Deputy Chief Constable have attended meetings. Issues such as Comprehensive Spending Review, Partnership working and cyber-crime have been discussed.

The Committee Opinion

The Committee has received Reports, Recommendations and Observations from TIAA, the Internal Auditors, Welsh Audit Office, the External Auditors, HM Inspector of Constabulary PEEL Assessments and Reviews and received presentations from Officers of both Corporate Soles in order to formulate an independent opinion and provide an independent assurance to the

Police and Crime Commissioner and Chief Constable in respect of the financial and governance controls within the Corporate Soles.

Having received these reports, the Audit Committee are satisfied that there are no major issues of concern that affect the financial standing of the corporate sole, that the control methods are adequate, that the governance framework is robust and that the risk management framework as it currently stands reflects the appropriate risks and that appropriate management controls and mitigation is in place.

The working papers and minutes of the Committee are contained in the reports received by the Committee and the opinions formulated during the course of the year.

The Forward Plan for 2016/17 is highlighted by the Agreed Plan adopted by the Committee at its meeting on the 30th March 2016 together with the Significant Governance issues that have been raised in the Annual Governance Statement.

The Committee would also emphasise the importance of good communication both internally and externally and the need for good practice to be shared and celebrated. To that end, the Committee are keen to see the new Communication Strategy adopted in practice and look forward to receiving the Internal Audit Review of Internal and External Communications in 2016/17.

The Committee believe that Partnership and Collaborative working are key to future service delivery and would emphasise the need for proper governance arrangements

to be in place with clear expectations, outcomes and accountability identified to all parties. The Committee will be keen to test such arrangements in 2016/17.

The Committee note that the Comprehensive Spending Review was better than expected but would emphasise the need for continued financial prudence in meeting future cuts in public finances. The Committee look forward to receiving the Estates Strategy in 2016/17.

Thanks

The Audit Committee would like to express their thanks to all those who have engaged with the Committee during the course of the year and for the openness and transparency that has been shown to members in the discharge of their duties.

September 2016.

Appendix 4

Commissioner’s engagement meetings and events for the period 1st April 2015 – 31st March 2016

During the course of a typical working day, I met with various people including the Chief Constable and his Chief Officers, staff members and partners. This list reflects the main meetings and events I attended during the year. It does not reflect the totality of all the meetings and events I attended which would otherwise be too extensive for the purposes of this report. It is intended to provide an indication of the approach I took to engage with partners, key stakeholders and decision makers in order to deliver on my Policing and Crime Plan.

13th April 2015	Cardiff Business Club Dinner
16th April 2015	Meeting with Michael O’Brien & DCC Jukes
20th April 2015	All Wales Core Schools Liaison Programme Meeting
20th April 2015	18-25 Grassroots
21st April 2015	Meeting with Saleem Kidwai
21st April 2015	Gurnos Zebras Event
21st April 2015	PCSO Recruitment Event
21st April 2015	Cwm Taf Youth Offending Service Management Board
21st April 2015	Sexual Assaults Services Standards and Governance Task and Finish Group
22nd April 2015	Meeting with Grant Poinier (18-25)
22nd April 2015	Meeting with Tim Opie, Paul Glaze & Andy Borsden
22nd April 2015	Meeting with Howard Williamson
22nd April 2015	Future Women in Public Life Development Day
23rd April 2015	Evening Reception – The Consular Association in Wales
23rd April 2015	Meeting with Mike Harvey
23rd April 2015	Meeting with Tony Neate, Get Safe Online
23rd April 2015	Meeting with IRIS, Cardiff & Vale
24th April 2015	Funeral of Sgt Louie Lucas
27th April 2015	EDHR Board
28th April 2015	Meeting with Reverend Glyn James
28th April 2015	Force Awards Sponsor Event
28th April 2015	Rhondda Cynon Taf Local Service Board Cwm Taf Collaborative group
29th April 2015	Meeting with John Munton
29th April 2015	Sexual Assault Services Project Board Meeting
29th April 2015	Meeting with Jan Williams, IPCC
30th April 2015	Meeting Well-Being of Future Generations Wales Act 2015
30th April 2015	PCSO Training
30th April 2015	Community Cohesion Cup Event
1st May 2015	Safer South Wales Criminal Justice & Integrated Offender Management Board
5th May 2015	South Wales Police Youth Trust Board
5th May 2015	Equality Panel Meeting
5th May 2015	Style Training

5th May 2015	Women Stepping Out – Evaluation Research
6th May 2015	Meeting with Jeff Matthews – Youth Initiatives
6th May 2015	Joint Planning & Performance Meeting
6th May 2015	Joint Finance Sub-Group
6th May 2015	Joint Communications Sub-Group
7th May 2015	Meeting with Grant Poinier
7th May 2015	Meeting with Jayne Monkhouse
8th May 2015	Meeting with Marilyn Lloyd, Chair of West Panel
8th May 2015	Police Students Award Night
14th July 2015	Police and Crime Panel Meeting
6th July 2015	Meeting with Paul Mee, Rhondda Cynon Taf Service Director Public Health and Protection
6th July 2015	Meeting with Trinity College Carmarthen
6th July 2015	Independent Ethics Committee
6th July 2015	Meeting with Valley Kids
6th July 2015	Senior Presiding Judges Event
7th July 2015	Meeting with Howard League for Penal Reform
7th July 2015	Meeting with Victoria Davies, Director of TIAA
7th July 2015	Meeting with Swansea University - Kevin Child, Craig Nowell
7th July 2015	Meeting with Eira Culverwell, Managing Director, RESOLVE it
8th July 2015	Meeting with Eleri Thomas, Chief Executive Children’s Commissioner discuss UNCRC
9th July 2015	Finance Sub-group of the Partnership Council
9th July 2015	Meeting with South Wales Neighbourhood Watch
9th July 2015	Meeting with Kathryn Edwards and Fron Lloyd, Charter Housing Association
9th July 2015	Meeting with Rhiannon Hicks, Enabling Wales Development Officer, Disability Wales
9th July 2015	Meeting with Howard Jones, Investors in People
10th July 2015	Meeting with the Older People’s Commissioner
13th July 2015	Meeting with Sally Holland, Children’s Commissioner
13th July 2015	Quarterly Meeting with Mark Bellis, Public Health Wales
13th July 2015	Made in Cardiff TV Interview
13th July 2015	Meeting with Cathy Dowling and David Morgan Abertawe Bro Morgannwg University Trust
14th July 2015	Meeting with Louise Cook, Cardiff Met
15th July 2015	Western Bay Youth Justice and Early Intervention Service Group Board Meeting
15th July 2015	Young Community Volunteers Governance Group
15th July 2015	Cardiff Alcohol Treatment Centre Ministerial Visit
15th July 2015	Safer and Cohesive Communities Programme
16th July 2015	Meeting with Vale re Youth Trust Funding
16th July 2015	No longer invisible: the hidden victims of child sexual abuse – Safe Lives
16th July 2015	Meeting with Neighbourhood Watch Cardiff West Group

16th July 2015	CWVYS 2015 AGM
17th July 2015	Meeting with Eleri Butler and Lynne Sanders
20th July 2015	Cardiff Youth Offending Service Management Board
21st July 2015	Meeting with Jeff Davison and Gavin Evans from Swansea Youth Service
21st July 2015	Cardiff and Vale Local Service Board
21st July 2015	Meeting with Mike Gardner, Niche
22nd July 2015	Meeting with Elaine Hinadal, Drinkaware – Tackling alcohol related violent crime
22nd July 2015	Meeting with Emma Wools discuss Swansea Substance Misuse
23rd July 2015	Meeting with Paul Mee, Sonal Shenai and Judith Vickress from SafeLives
23rd July 2015	Meeting with Karen Jones for Neath Port Talbot and Sonal Shenai and Judith Vickress, SafeLives
23rd July 2015	Meeting with Jane Thomas and Natalie Southgate Cardiff Council and Sonal Shenai and Judith Vickress SafeLives
24th July 2015	All Wales Criminal Justice Board
24th July 2015	Meeting with Emma Wools
24th July 2015	Retirement Reception of Ann Beynon, Director of BT Wales
27th July 2015	Meeting with Shahid Malik
27th July 2015	Meeting with Louise Cook, Cardiff Met
28th July 2015	Meeting with Judith Scannell from CRI
3rd August 2015	Meet Paul Orders, Chief Executive of Cardiff Council, and Tony Young, Director of Children's Services
3rd August 2015	Somali Heritage Project Launch
4th August 2015	Meeting with Howard Jones, Investors in People
4th August 2015	Meeting with Alun Davies, Style training
6th August 2015	Meeting with Bethan Collins, League Against Cruel Sports
11th August 2015	Meeting with Detached Youth Work Team
12th August 2015	Meeting with Phil Davies, Youth Justice Board & Mike Goldman
12th August 2015	Meeting with Ceri Nicholas
13th August 2015	StreetGames Sports Festival
17th August 2015	Meeting with Asron Harrison, Global Love
24th - 28th August 2015	International Association of Women Policing Conference
26th August 2015	Women Stepping Out
26th August 2015	Student Placements
27th August 2015	Meeting with Joff Carroll Chief Executive Boys and Girls Club Wales
27th August 2015	Community Interventions, Ely Youth and Community Project
1st September 2015	Meeting re Police IT with Jonathan Edwards, Emma Wools, and Mike Gardner
1st September 2015	Vale and Cardiff Regional Collaborative Committee
1st September 2015	Child Sexual Exploitation Task and Finish Group
2nd September 2015	Meeting with Mike Goldman

2nd September 2015	Community Safety Partnership Executive Meeting
2nd September 2015	Police Superintendents Association
2nd September 2015	Style Training
3rd September 2015	Passout Ceremony for Student Officers
3rd September 2015	Meeting with Andrew Mallin and Laura Robinson
8th September 2015	EHRC Committee Meeting
8th September 2015	Meeting with the Black Police Association - Bharat Narbad and Vicky Knight-Little - Gay Staff Network
8th September 2015	Meeting with Richard Morgan ValleysKids
9th September 2015	Out of Court Disposal Meeting
9th September 2015	Meeting with Cardiff University and academics from University of Campinas, Sao Paulo Brazil
9th September 2015	Meeting with Hayley John, Youth Participation Officer
9th September 2015	Meeting with Steve Khaireh
10th September 2015	Neighbourhood Watch Meeting
10th September 2015	Safer Vale Strategic Group Meeting
11th September 2015	All Wales Criminal Justice Board
11th September 2015	Meeting with Mike Goldman and Phil Davies
11th September 2015	Meeting with Liz Rijnenberg CEO Wales Community Rehabilitation Company, Dawn Blower and Ian Barrow
15th September 2015	Sexual Assault Services board
15th September 2015	Meeting with Sam Evans, Welsh Government
16th September 2015	Police IT Board Meeting
16th September 2015	Student Placements
16th September 2015	Induction for the Audit and Assurance Board
16th September 2015	Meeting with Deep Sagar
16th September 2015	Equality Panel
16th September 2015	Domestic Abuse and Sexual Violence Forum
17th September 2015	Safer Neath Port Talbot Partnership Board
17th September 2015	Meeting with Jane Harvey, Network for Surviving Stalking
17th September 2015	Meeting with Dr Jonathan Evans, Lecturer at Centre for Criminology at Uni of Wales
17th September 2015	Meeting with Dusty Kennedy
17th September 2015	Meeting with Chris Hume, Partnership Manager GoSafe Community Speedwatch
17th September 2015	Meeting with Dafydd Baker, Development Manager, Agored Cymru
22nd September 2015	HMIC Quarterly Meeting
22nd September 2015	Children's Safeguarding Board
22nd September 2015	Meeting with Sue Holder
22nd September 2015	Meeting with Mike Goldman
21st September 2015	Joint Change Board
22nd September 2015	HMIC Quarterly Meeting with HMI Wendy Williams

22nd September 2015	Meeting with Sue Holder
22nd September 2015	Meeting with Mike Goldman
22nd September 2015	Children's Safeguarding Board
23rd September 2015	StepChange Debt Charity Board Meeting
23rd September 2015	Meeting with Jo Silver
24th September 2015	Meeting with Seven Sisters Community Council
24th September 2015	Public Health Wales Annual General Meeting
24th September 2015	Launch of Public Health Wales Report
27th September 2015	National Police Memorial Day Service
28th September 2015	Meeting with Ben Lewis, Director of Students Support
29th September 2015	Commissioner's Strategic Board
29th September 2015	Joint Audit Committee
29th September 2015	UPSI Quarterly Meeting
29th September 2015	Cardiff University Research Institutes Showcase
29th September 2015	Launch of the Ty Seren alcohol campaign ap
29th September 2015	Meeting with SPICE
29th September 2015	Meeting with Hayley Selway and Jane Thomas
29th September 2015	Meeting with Sonal, Safe Lives
30th September 2015	Meeting with Jo Hopkins, Head of Home Office Team
30th September 2015	Quarterly meeting with Public Health Wales
30th September 2015	Cardiff Youth Offending Service Management Board
30th September 2015	DRIVE Steering Group
30th September 2015	Meeting with Cllr Eslmore & Cllr De'Ath
1st October 2015	Quarterly Meeting with ACC Stratford, Emma Wools & Neil Pitman
1st October 2015	Estates Strategy Management Board
1st October 2015	Merthyr Local Service Board
1st October 2015	Muslim Council for Wales Dinner
5th October 2015	Cwm Taf Sexual Violence & Domestic Abuse Executive Group
6th October 2015	All Wales Policing Group Meeting
6th October 2015	Meeting with Jeff Matthews
7th October 2015	Quarterly Meeting with ACC Stratford, Mark Brace, Emma Wools and Ian Barrow
7th October 2015	Meeting with Cllr Mark Child and Jeff Davison on the Help Point
7th October 2015	Meeting with Mike Goldman
8th October 2015	Quarterly Meeting with Leader & Chief Executive of Rhondda Cynon Taff Council
8th October 2015	Audit Board for National Police Chiefs Council
8th October 2015	Meeting with the Willows Community Centre
8th October 2015	Our Public Board
8th October 2015	Launch of Rainbow Bridge

9th October 2015	Meeting with Carey Oppenheim - Director of the Early Interventions Foundation
9th October 2015	Official Opening of Ty Richard Thomas
12th October 2015	Meeting with Ian Cox (Student Safety)
12th October 2015	Developing our People Board
12th October 2015	Our Policing Board
12th October 2015	Violent Crime Board Meeting
13th October 2015	Police and Crime Panel Meeting
14th October 2015	Joint Change Board
14th October 2015	Accredited Training Programmes for PCSOs
14th October 2015	Finance Futures Panel with Leighton Andrews
14th October 2015	APCC Conference
15th October 2015	Meeting with Peter Greenhill
15th October 2015	CWVYS AGM
15th October 2015	Custody Visitors Meeting
15th October 2015	Cyberhate and Bullying Crime Conference
15th October 2015	South Wales Police Awards Ceremony
15th October 2015	Night Time Economy Summit
15th October 2015	Priority Perpetrator Identification Tool Steering group
19th October 2015	Meeting with Llantwit Major First Independents Group - Town Council
19th October 2015	One Year on Event - Tackling Violence against Women and Girls
20th October 2015	Meeting with Martin Wyke, Police ICT Board
20th October 2015	Meeting with Ella Rabiotti, Dawn Blower, Emma Wools and Neil Pitman (IOM Cymru)
20th October 2015	Meeting with Reg Kilpatrick
20th October 2015	Meeting with BAE Intelligence
20th October 2015	Meeting with Nick Jarman, Children in police cells
21st October 2015	Meeting with the Health Minister, Chief constable and Public Health Wales
22nd October 2015	RCT LSB Cwm Taf Collaborative group
22nd October 2015	COMPACT Conference and Launch
22nd October 2015	Penarth Pier Pavilion Clock plaque unveiling
23rd October 2015	Launch of the Getsafeonline Pop up shop
27th October 2015	AIRSO Breakfast Meeting
2nd November 2015	Annual Meeting of the Partnership Council for Wales
2nd November 2015	Public Health Wales Annual Conference
3rd November 2015	Sexual Assaults services board collaboration meeting
4th November 2015	Meeting with the Ministers and Welsh Commissioners
5th November 2015	All Wales Schools Core Liaison Programme Review Meeting
5th November 2015	MASH
10th November 2015	South Wales Criminal Justice and Offender Management Board

10th November 2015	Community Foundation in Wales Philanthropy Stories and Awards
10th November 2015	Joint Planning and Performance Meeting
11th November 2015	Cardiff Media Summit
11th November 2015	Enquiry into engagement and Islam – Citizens UK Commission on Islam, Participation and Public Life
11th November 2015	Remembrance Service
12th November 2015	Police ICT Board Meeting
12th November 2015	Meeting with Barbara Ranger & Mike Goldman
12th November 2015	Independent Ethics Committee
12th November 2015	ASB Steering Group
12th November 2015	Meeting with Mandy Wilmott
12th November 2015	Meeting with Gofal, Hafal and Newlink
13th November 2015	Crisis Care Mental Health Concordat Task and Finish Group
13th November 2015	Confirmed meeting with Jo Stephens MP to discuss Work on Violence against Women
14th November 2015	Annual Independent Custody Visitors Seminar
16th November 2015	Meeting with Ken Skates AM
16th November 2015	Meeting with Norma Barry and Lucy Homes
16th November 2015	Meeting with Chris Sivers and Julie Thomas
17th November 2015	Meeting with Paul Orders, Tony Young, Dusty Kennedy & Mike Goldman
17th November 2015	Swansea Local Service Board
18th November 2015	Meeting with Emma Richards, Dawn Blower & Dave Bebb
24th November 2015	Joint Conference with the National Police Chiefs Council and the APCC
25th November 2015	White Ribbon Day Cross-party Event
26th November 2015	Uprising Cymru Advisory Board
30th November 2015	IRIS in Education Steering Group
30th November 2015	Meeting with Ian Barrow, Emma Wools, ACC Stratford to discuss South Wales Treatment Services Contract
30th November 2015	National Resources Wales Event
1st December 2015	Meeting with Nick Corrigan
1st December 2015	Meeting with Home Office Permanent Secretary on visit to Wales
2nd December 2015	Meeting with Steve Franks and Nick Selwyn
2nd December 2015	Meeting with Cathie Brannigan – Waterloo Foundation
2nd December 2015	Meeting with Emma Wools
2nd December 2015	Meeting with Cardiff Metropolitan university
3rd December 2015	Combined Emergency Services Carol Service
7th December 2015	Cardiff Business Club
7th December 2015	Media Academy Event
8th December 2015	Police Reform Summit
9th December 2015	Dissertation Conference

10th December 2015	National Offender Mental Health Conference
9th December 2015	Equality Panel
9th December 2015	Meeting with Jo Hopkins, Home Office Team
9th December 2015	Out of Court Scrutiny Panel Meeting
9th December 2015	Meeting with Vale Conservative Group
10th December 2015	Meeting with Jan Williams, IPCC
10th December 2015	Quarterly Meeting with Leader & Chief Executive of Swansea Council
10th December 2015	Afro Caribbean Women Stepping Out
11th December 2015	IOM Cymru Board Meeting
14th December 2015	East Panel Custody Visiting Meeting
15th December 2015	Police and Crime Panel Meeting
15th December 2015	Meeting with Gary Smith, Street Pastors
16th December 2015	National Police Chiefs Council Meeting – Audit and Assurance Board
17th December 2015	Meeting with Dusty Kennedy
17th December 2015	Meeting with Keith Towler
17th December 2015	Meeting with Barbara Ranger, Steve Fernham & Mike Goldman
18th December 2015	Cardiff Youth Offending Service Inspection initial feedback meeting
5th January 2016	Meeting with Dr Emily Warren
6th January 2016	Meeting with Emma Wools & Peter Greenhill
6th January 2016	Quarterly Meeting with Leader & Chief Executive of Neath Port Talbot Council
7th January 2016	Cardiff Youth Offending Service Management Board
12th January 2016	Meeting with Dr David Parry
13th January 2016	Police ICT Board Meeting
14th January 2016	Roundtable Discussion with Leader of Swansea and Chris Sivers
15 January 2016	Commissioner’s Strategic Board meeting (LL) rearranged from 20/1
18 January 2016	Meeting with Leader of Merthyr Council (LL)
26 January 2016	Meeting with Leader of RCT Council (LL)
27 January 2016	Holocaust Memorial Assembly
28 January 2016	Telephone interview with Guardian journalist Mary O’Hara on Early intervention
10 February 2016	BCU Roadshow
10 February 2016	Briefing the media on HMI Reports with ACC Lewis Steve Edwards, Comms to provide more details
11 February 2016	keep free
17 February 2016	BBC Cymru & Wales TV Interviews
17 February 2016	Radio Wales and Radio Cymru Interviews
29 February 2016	Telephone call with HMI Wendy Williams
01 March 2016	Meeting with UNISON
10 March 2016	APCC Working in Partnership to Reduce Crime Standing Group
22 March 2016	CONFIRMED: Meeting with Adrian Oliver to discuss South Wales Youth Trust

22 March 2016	Welsh Commissioners fortnightly catch-up
23 March 2016	Commissioner's Strategic Board meeting (LL)
23rd March 2016	Signing Ceremony of UN Convention on the Rights of the Child
30th March 2016	Community Cohesion Cup
31st March 2016	Safer and Cohesive Communities Programme Board