



South Wales

Police and Crime Commissioner

Comisiynydd yr Heddlu a Throsedd

De Cymru

Police and Crime Commissioner for South Wales

Annual Report 2014-2015

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Commissioner's Introduction

My third Annual Report for the period 1 April 2014 to 31 March 2015 reflects a year of continuously building on the relationships and foundations that we have established since I took up office in November 2012.

A great deal of my initial effort had to go into creating my team and working with the Chief Constable to develop my Police and Crime Plan not to mention forging important working relationships with partners and key stakeholders. It was essential that those early foundations were laid because it allowed me to move forward at pace in 2014/15 and I am delighted at the progress that has been achieved. This report highlights a number of those achievements and I am extremely proud at the level of commitment shown by my leadership team and staff to deliver what is a highly ambitious vision for policing in South Wales. A summary of our key achievements is set out in appendix 1.

I have been given terrific support by my Deputy, Sophie Howe and by Assistant Commissioner, Dr John Rose, together with Jan Pickles who took up the role of Assistant Commissioner to cover Sophie's period of maternity leave and then stayed on to undertake a review of work with partners to tackle child sexual abuse and exploitation in South Wales. The impact of their work should not be underestimated.

I have also greatly valued the enormous support given by the Chief Constable, Peter Vaughan, and Deputy Chief Constable Matt Jukes along with the Chief Officer team and officers and staff of South Wales Police at every level. I have made it clear from the beginning that I take very seriously the unusual but clear structure set out in the 2011 Police Reform Act which defines South Wales Police as one organisation which has two corporations sole, namely the Commissioner and the Chief Constable. Together we can and have made a difference to policing in South Wales and the communities we serve.

This has been achieved in a period of austerity which brought significant cuts to the policing budget. We have and will continue to look for innovative ways to deliver policing in South Wales because we know there are more cuts to come. In order to continue to deliver the service our public rightly expect we must continue to be innovative and look for ways to collaborate with partners both within the police service and elsewhere. I have been impressed by the professionalism of our staff who have for some time been preparing for what lies ahead and their planning preparations have been acknowledged by Her Majesty's Inspectorate of Constabulary as outstanding.

The NATO summit was a triumph of organisation and good police work and it also brought the "South Wales difference" to the attention of the world-wide Media. Although the summit itself was in Gwent, most of the social events were in Cardiff and the success of the whole conference redounds greatly to the credit of the Chief Constable and the whole team that was involved, as well as to the credit of Gwent Police and everyone else who was involved.

The challenge of policing is that the demands are so varied, stretching from national and international events, organised crime and the threat from terrorism to community concerns and the challenges of reducing crime and harm.

I am proud of the way that South Wales Police officers and staff – including my own team – have responded to all these challenges.



A handwritten signature in blue ink that reads "Alun Michael".

Rt Hon Alun Michael JP

Police & Crime Commissioner for South Wales

Performance against the Police and Crime (reduction) Plan 2014-2015

The 2011 Police Reform Act established the role of Police and Crime Commissioner with a remit to set out a vision for policing services, as well as ensuring effective partnership working and an efficient criminal justice system locally. Since the election in November 2012, I have sought to ensure that the Police and Crime Reduction Plan, and the development of the priorities within it, reflects this wider remit.

A key element of this was the separation of the priorities into four areas of responsibility - Policing, Partnership, Criminal Justice and Development - which made a clear statement that the priorities encompass all areas of my role. Only the first of these is about responsibilities that are primarily for the police to deliver with the other three areas dependant on our work with a range of partners, promoting early intervention measures to reduce and prevent crime.

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

I have always maintained that the Police and Crime Plan can only be useful if it is a living document and if there are ample

opportunities to review and revise the content of the plan. This is essential in light of the financial landscape that continues to provide a challenge to both South Wales Police and to our partner agencies. As part of this approach, I am working with the Chief Constable to develop a longer-term understanding of the demand and nature of the demands on policing, with the aim of providing stability and clarity over the next 5 years.

Despite the financial challenges and their developing impacts, we are making good progress in delivering the priorities within the Police and Crime Reduction Plan and will continue to develop the partnership relationships that are crucial in providing more effective services.

Progress against priorities

Policing

My main priority as Police and Crime Commissioner is to reduce and prevent crime. This must be the cornerstone of our activity, but with the understanding that the police cannot do this alone and we should seek to develop a partnership approach to tackling issues.

I have been pleased at the progress being made in delivering my priorities and continue to work with the Chief Constable to maintain this momentum and focus on areas of mutual benefit and activity with our partners.

It was positive to see that in the first annual PEEL assessment, Her Majesty's Inspectorate of Constabulary (HMIC) found South Wales Police to be good at reducing

crime, good at investigating offending, and outstanding at tackling anti-social behaviour.

We have also seen the benefits of moving to a more transparent and accurate process for recording crime, which gives us a better understanding of the levels and nature of crime within South Wales. This was a bold decision taken by the Chief Constable, one which I fully endorsed, and is an important shift towards a victim-led approach to crime recording. This approach has been recognised by HMIC as one of the best in the country and can provide confidence to the public in reporting incidents of crime.

South Wales Police continues to drive innovation in its development and use of technology through Project Fusion, which seeks to improve how information can be more effectively used with partner agencies. This key programme of activity will provide improvements in the effectiveness of how resources are used, as well as increasing the

opportunities to promote early intervention as a mechanism for reducing and preventing crime, as well as supporting victims.

I have also been encouraged by the Chief Constable's commitment for South Wales Police to be representative of the communities it serves, particularly in promoting a more diverse workforce and the emphasise on leadership at all levels within the organisation. This is proving a big challenge, with less progress than I would have liked, but significant progress has been made in the past year to put good systems in place for encouraging many more successful applications than have been experienced to date.

In addition to these successes, South Wales Police has also been recognised on a world stage as part of the NATO Summit held in Newport and Cardiff. This was the largest policing event ever held in South Wales and the positive attitude promoted by police officers from all forces around the country



was a reflection of the policing model which the Chief Constable has promoted so successfully in South Wales.

Partnership

I have been, and continue to be, encouraged by the willingness of leaders within local authorities, the NHS and other partners, to seek opportunities to work together despite the level of financial challenge that we all face.

My role as Police and Crime Commissioner is to drive joint working with all partners to help in supporting this in whatever way I can. It is not just an approach that fits with my approach to public policy but is actually required by the definition of the Police & Crime Commissioner role given in the 2011 Police Reform Act.

This year has been important in developing the programme s of work we have been able to accelerate with the help of the funding received from the Home Office's Innovation Fund.

This includes the work to reduce the level of violent crime, especially within the night-time economy, and we have worked with partners to establish a multi-agency help point in Swansea to provide support to vulnerable people. This initiative helped over 400 people within the first three months of operating, with an expectation that it will have helped over 1000 during its first year, and is having a positive impact on reducing demand for the police, ambulance service and Accident and Emergency Departments.

Building on this activity, we have worked with Public Health Wales to develop a

Memorandum of Understanding to share resources that will create a joint programme of work identifying and tackling the root causes of the issues of wellbeing and criminal behaviour within communities.

Work continues in delivering the commitments within the Tackling Violence Against Women and Girls Plan, with training being provided to both police and partner colleagues to improve early identification and prevention. In addition the IRIS (Identification and Referral to Improve Safety) programme has launched, which provides training and support to general practitioners in health in order to identify and refer cases of domestic abuse.

Even though the level of anti-social behaviour has been falling over recent years, the Chief Constable and I know that more can be done. To achieve this, members of my team have been working with partners to establish the Community Trigger and Community Remedy, which will provide robust mechanisms in our drive to provide a strong and swift response to anti-social behaviour.

Linked to this has been the significant progress in developing our Compact agreement with the voluntary sector, as well as the implementation of a Neighbourhood Watch Agreement which will assist us in making our communities safer.

The need to provide effective support to victims to enable them to cope and recover is at the heart of our work, and my team continue to prepare the ground as the responsibility for commissioning of victims services transfers to Police and Crime

Commissioners. We have engaged with academic partners to help us develop a clear understanding of the current provision of victim services and, more importantly, the needs of victims as we develop a model for the provision of the services in the future.

Criminal Justice

The criminal justice system forms a key part in preventing and reducing and my priorities in this area have focussed on preventing offending and reoffending for 18-25 year olds, the impact of mental health on offenders and the promotion of restorative practices for victims.

The past year has seen a significant step in developing a more effective criminal justice system through the merging of the South Wales Criminal Justice Board with the Integrated Offender Management Board. This is an innovative approach to bring the criminal justice agencies together around the same table so that together we can identify, discuss and resolve issues to improve the services available for victims, witnesses and offenders.

I have also established an out of court disposal scrutiny panel, providing the opportunity for criminal justice partners to assess whether the use of out of court disposal orders are being used correctly and effectively.

I have been encouraged by these initial meetings and look forward to development of this process as we seek to make the links with initiatives such as the Women's Pathfinder project and Cardiff custody triage scheme, both of which provide support to reduce reoffending and create

opportunities for alternative pathways to criminal behaviour.

We have also successfully integrated staff from the Drug Intervention Programme into my team, and my Deputy Commissioner has been working with them to develop a new commissioning process for the delivery of substance misuse services.

Governance and Accountability

I have continued to work with the Chief Constable and partners to develop a robust governance structure that allows me to monitor the development and implementation of my priorities across the four themes outlined within Police and Crime Reduction Plan.

The areas of responsibilities that fall within a Commissioner's remit means that governance arrangements can be complex and bureaucratic. I have sought to work with partner agencies to develop a more streamlined approach with the focus on decision-making and action, such as the merging of the South Wales Criminal Justice Board and the Integrated Offender Management Board, which is starting to provide benefits to those agencies involved.

The Police and Crime Panel continues to be a positive "critical friend" to the work my team are undertaking, as well as holding me to account for my responsibilities regarding funding. Over the last year, I have sought to provide the Panel with updates on our developing work and I believe this information has contributed to a more constructive and evidence-based approach to discussions on the challenges facing policing.

Over the next few months, we will be seeking to develop the effectiveness of our governance processes by implementing an integrated governance architecture. This aims to act as a method for establishing closer working relationships between mine

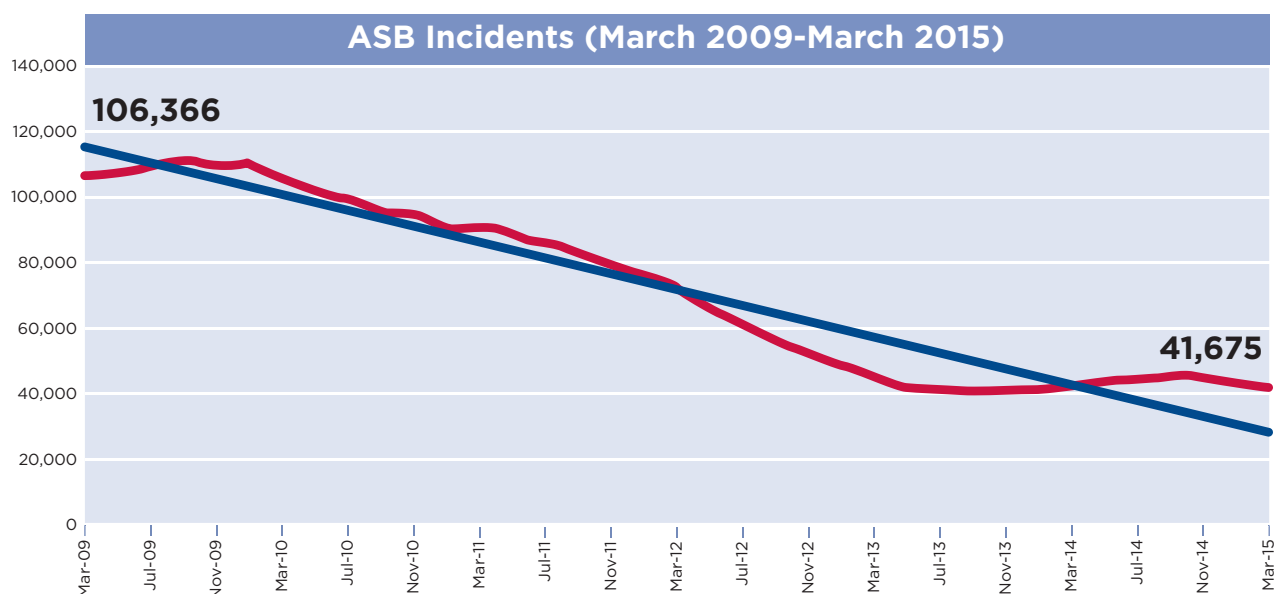
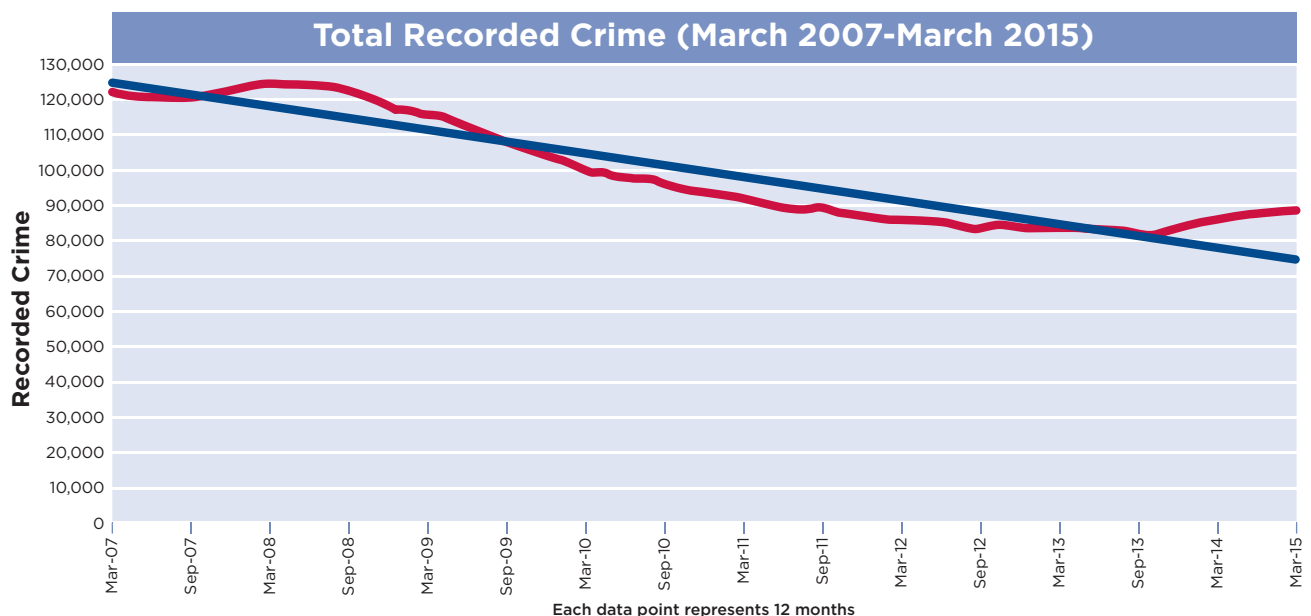
and the Chief Constable's teams so that we can reduce duplication, increase effectiveness of service delivery and identify opportunities to be more efficient as we seek to combine resources, rather than be seen as two separate "Corporations Sole".



Performance

Total police recorded crime has shown a slight increase in the last year. This is primarily due to the change in recording practices introduced within South Wales Police which provides a more transparent mechanism for recording crime and provides a more accurate picture of crime levels within South Wales.

However, 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. Whilst this is a positive message to the public of South Wales, the Chief Constable and I are determined to maintain this momentum by continuing to work with partner agencies to keep South Wales safe.



Financial Summary 2014-2015

Introduction

The Comprehensive Spending Review 2010 represented the biggest financial challenge to face policing in a generation with a 20% cut in central funding over the four years and 85% of the cuts falling in the first two years. South Wales Police's overall funding shortfall for the period to 2015 was assessed as £47M and the previous Police Authority approved a plan to address this through a comprehensive Medium Term Financial Strategy and a detailed Value for Money (VFM) Plan.

The financial year 2014/15 represented the fourth consecutive year of reductions in funding and the allocations for South Wales Police were reduced by £8.5M compared with 2013/14 which is an overall cash reduction of £33.5M since 2011/12. This was the highest percentage reduction in Wales compared with other centrally funded public services.

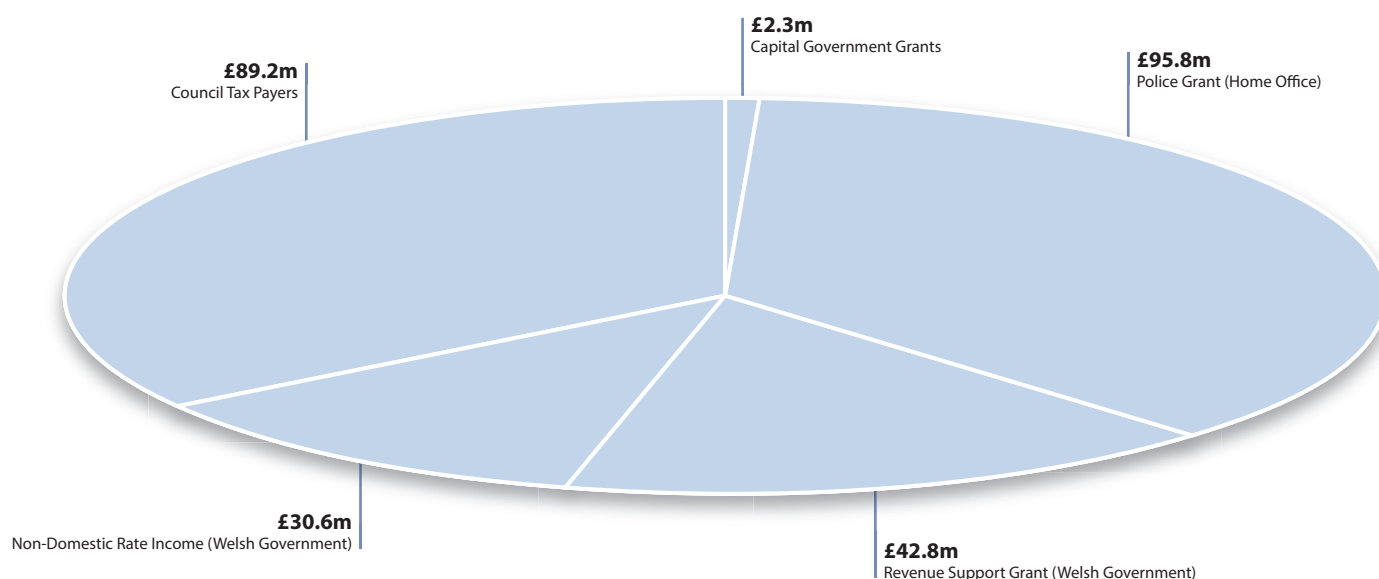
The financial outlook remains challenging. The Government is currently undertaking the 205 Comprehensive Spending Review.

The overall outcome will not be known until November 2015 and the police specific settlement will not be known until December 2015. It is known that unprotected departments, including the Home Office, have been asked to model 25% and 40% real terms cuts through to the end of 2019/20. Given the magnitude of these cuts on top of the cuts already made, it is inevitable that significant changes will be required to the way South Wales Police operates by the end of the decade.

The Home Office is also consulting on changes to the police funding formula. The consultation does not provide exemplifications but this has further potential to introduce unwelcome turbulence into the financial outlook.

Financial Performance 2014-2015 Where the Money Came From

The below chart shows that almost 70% of funding is received from Government sources with the remainder from the collection of local council tax precepts. This highlights the continuing reliance on central



funding and emphasises the impact of further reductions.

In relation to Band D Council tax, South Wales Police remains the lowest in Wales, the comparable figures for 2014/15 are:

| Force | £ |
|-------------|--------|
| South Wales | 190.34 |
| Gwent | 203.50 |
| Dyfed Powys | 210.60 |
| North Wales | 227.61 |

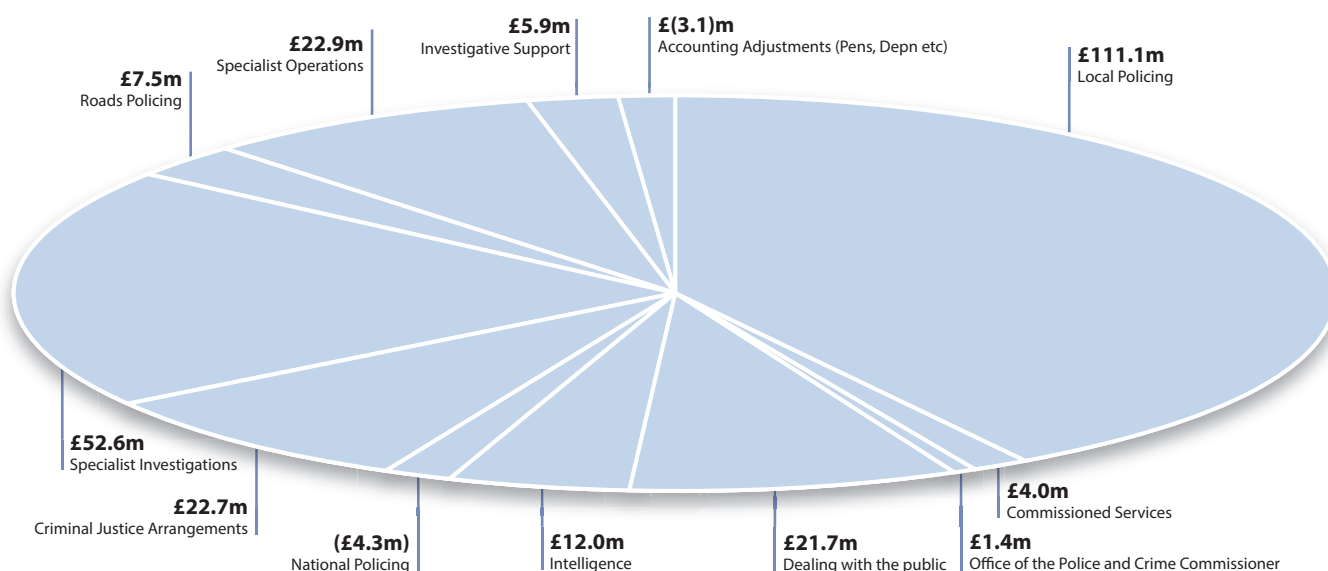
Financial Performance 2014-2015 How the Money Was Spent

The below chart shows how the 2014/15 budget was spent using national police classifications. Sound financial management throughout the year has resulted in the delivery of the value for money plan target with a small non-recurring underspend, which after adjusting for known requirements, results in a balanced year end

position. The impending 2015 Comprehensive Spending Review will require further significant savings and planning is already well underway to identify and deliver these.

Community Safety Fund

Funding for Community Safety ceased to be a specific grant from 2014/15, when it was subsumed within the main Police Grant. The money for community safety has therefore not been protected in any way by the Home Office and was potentially subject to the same percentage cut as the overall Police budget. However the Commissioner and the Chief Constable decided that the Community Safety budget would be maintained at its 2013/14 level on the basis that we can hardly ask partner organisations who are subject to severe reductions to maintain their input to community safety and partnership working unless we demonstrate our clear and continuing commitment as the Commissioner and the Chief Constable are doing. The overall value of this fund is £3.4M, of which the largest



element is £2.4M which funds the Drug Intervention Programme, operated in conjunction with the Probation Service. The Drug Intervention programme is being re-commissioned and rebranded as the Interventions Service to enable a broader range of diversionary services to be available when the current arrangements come to an end in 2016.

The balance funds Police and Crime Reduction Grants which are key to facilitating joint working with strategic partners, such as local government, and enables the Commissioner to ensure that his Police and Crime Plan priorities are reflected in wider partnership objectives. Police and Crime Reductions Grants typically help to support Youth Offending Services and Community Safety Partnerships.

Generally, they are grants to help fund the partnerships in which I and my team play a full part rather than being just a grant to an “outside body”.

Partnership Fund

The Partnership Fund is used to fund non-recurrent expenditure. It is the main source of funding for thematic reviews and 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 Year 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 2014/15 was £634,000.

Victim Services

The Ministry of Justice transferred responsibility for commissioning of some victims services to Police and Crime Commissioners in October 2014 . The Ministry of Justice has transferred considerable funding to enable this transfer. A set-up grant of £474,000 was made available straddling the 2013/14 and 2014/15 financial years, with the majority of the expenditure occurring in 2014/15. A recurring grant of £445,000 was available from October 2014 to enable the provision of services. The Commissioner was also successful with a bid of £500,000 to the Ministry of Justice’s Competed Fund for the domestic abuse restorative approaches project. Final expenditure on this project was £477,000.

Stage 2 Transfers

In September 2012, the Minister of State for Policing and Criminal Justice set out the government’s overall policy intent around Stage 2 transfers “operational staff under the control and direction of the Chief Constable passes to their employ and that any discussion with the Chief on those remaining with the Police and Crime Commissioner will focus on non-operational roles.”

The Home Secretary directed all Commissioners and Chief Constables to prepare a staff transfer scheme for approval. This scheme was to make provision for the transfer of non-warranted police staff to the employment of the Chief Constable of the force. The Stage 2 Transfer Scheme prepared by the Commissioner and the

Chief Constable was approved by the Home Office and the transfer of affected staff completed by the 31st March 2014 deadline. These changes also necessitated a review and amendments to the governance framework(s) of the two Corporations Sole, and as a result a revised Manual of Governance was prepared with effect from 1st April 2014 and agreed by both. As a consequence the vast majority of staff are now employed by the Chief Constable. Warranted police officers were always under the direction of the Chief Constable, but the Hallmarks Document sets out the complementary principle that a staff provide appropriate support and assistance to both the Commissioner and the Chief Constable in carrying out their respective and joint responsibilities, irrespective of which is the employer.

Innovation fund bids

Project Fusion

During 2014 -2015 we continued to build on our reputation as a beacon force for technology by embarking on an ambitious digitisation programme; 'Programme Fusion'. Enabled in part by a successful Home Office Innovation Fund Bid, and working in collaboration with Gwent Police, we sought to radically transform and develop our existing mobile platform to include the introduction of the latest smartphone technology and delivery of an integrated approach to delivering information to officers, partners and our communities.

During this period, to make use of the emerging technologies and to seize



opportunities to change the way we deliver services to our communities, Officers and Staff from across the force engaged in focus groups. The investment in time and resource during the last year to build a strong technological platform will enable us to move to the implementation phase over the next six months to give officers the opportunity to spend more time visible and accessible in our communities.

Reducing Re-offending in the 18-25 age group

The project is about applying to a different age group the success and experience of the Youth Offending Teams (YOT). Reducing offending and reoffending amongst the 18 – 25 age groups is a key priority for the South Wales Police and Crime Commissioner. We know that people in this age group are committing a disproportionate amount of recorded crime whereas reoffending has fallen dramatically in the under 18 age group. We have been exploring with partners the scope for applying the lessons learned from the work with under 18's to the 18 – 25 age group, creating further headroom for the police and other services, using precious resources in the most effective way for those who offend.

During 2014/15 significant progress has been made in terms of diverting first time entrants, in the 18-25 age group, away from the criminal justice system, and into restorative activity. A successful diversionary pilot scheme at Cardiff Bridewell will be replicated in Swansea, Bridgend and Merthyr throughout the remainder of this year and during 2016/17.

For those 18-25s who cannot be diverted from the criminal justice system we are piloting a peer mentor and support scheme that will be embedded in the Integrated Offender Intervention Service at Cardiff, with a view to informing the service model going forward into new commissioning arrangements.

Both initiatives will be robustly evaluated by an academic organisation, and it is anticipated that the emerging good practice, together with demonstrable outcomes for offenders will assist in delivering the longer term goals of achieving a more efficient and effective criminal justice system, and improving the life opportunities for offenders in the 18-25 age group.

Violent Crime

The vast majority of violent crime, including domestic abuse and sexual violence is never reported to the police, therefore, the true picture of what is happening might not be revealed unless the problem is examined more holistically.

This project will build on and develop the innovative work that has been carried out in Cardiff which resulted in a 40% reduction in violent crime. Through building relationships with the three health boards covering the South Wales Police Force area and the Welsh Ambulance Service Trust, we are sharing data in order to tackle this issue which affects all emergency services.

I have engaged with Public Health Wales who are analysing data Health Board data from their Emergency Departments and Minor Injury Units, Ambulance Service data and our Police data to date we have found that;

- South Wales Police has a higher rate of Violence against the Person offences than other police force areas in Wales.
- There were 5,343 attendances at Emergency Departments across the South Wales area related to assaults, 39% attended units in Cardiff and Vale, 34% attended ABMU Emergency Units and 27% attended Cwm Taf Emergency Units
- 30% of assaults recorded through Health Boards were said to have taken place on the street, 15% in the patients own home and 13% in a bar or club.
- Violence peaked for males aged between 15-24
- Repeat locations were most likely to be bars, clubs or pubs.
- Strangers were the most common perpetrators of assaults (42%) followed by acquaintance/friend (22%) followed by Partner/Ex Partner (12%). There were vast differences between genders, with males more likely to be assaulted by a stranger, and females more likely to be assaulted by a partner/ex partner.
- Violence peaks for all services across South Wales between 10pm on a Friday night through to Saturday morning at 4am and on Saturday night between 10pm and 4am on Sunday Morning.

Due to the pressures associated with alcohol and the night time economy, and the impact on all emergency services, I set up the Swansea Help Point, a response to high levels of alcohol related injury in Swansea city centre on a Wednesday and Saturday night. It is estimated the Help Point creates a saving of over £216,000 in a year in terms of police and NHS time – around £437 per patient. Since opening in September 2014, there have been over 1100 admissions to the Help Point.

There are an average of 96 patients per month treated for injury and intoxication in the Swansea area. The admissions to date are 50% males and 50% females with 70% of all admissions from the 18-24 age group.

During 2015/16 we will work with our partners to improve the quality and consistency of the data, providing greater understanding and insight to violence. We will support partners in the Violent Crime Action Groups with additional resource to develop specific, localised responses and innovative solutions to intervening in violent crime. As such further funding has been made available to local groups related to the Intervention and Prevention of violence based on the Understanding element of the work programme.

We will work even more closely with Public Health Wales drawing in education, family and youth services to play an increasing part in early prevention of violence in order to turn the tide. In 2015/16 we will focus on several areas of early intervention and prevention of violence, specifically high alcohol consumption and sexual violence within the night time economy setting

We have received approaches from other forces to copy our approach which has been recognised at an international conference as best practice.

The data from the Help Point and the analysis provided in partnership with Public Health Wales identified that the majority of perpetrators and victims of violent crime within the night time economy are 18 to 25 year old males. With this in mind in partnership with the Chief Constable I

launched the Know the Score #drinklessenjoy more campaign that aimed to tackle high consumption of alcohol and its contribution to violent crime through supporting bar staff and licensed premises to be confident in refusing to serve people who are clearly drunk. Many people are currently unaware that it is illegal to buy alcohol for a friend who is drunk, and that they could be fined up to £1,000.

The work carried out through the campaign has provided a better understanding of the drinking habits of people within the night-time economy of South Wales. At the start of this campaign 87% of people surveyed in Swansea and Cardiff said it was socially acceptable to get drunk on a night out – we are pleased that this work with our partners under the banner of this campaign has helped reduce this to 74%. There is still much more to do – but we’ve made a great start

Violence against women and girls

Our tackling Violence against Women and Girls Action Plan – arising from the joint Strategic Review commissioned by the Chief Constable and myself – was launched on the 15th June 2014, alongside an awareness raising campaign #openoureyes. Over the past year I have made significant strides in developing our relationships with partners in order to begin to address earlier identification and interventions relating to violence against women and girls, I have established the South Wales Police Domestic Abuse & Sexual Violence Forum, bringing stakeholders together to discuss strategic issues and find joint solutions to emerging themes.

Early Identification and Intervention

Work with health and the 3rd sector partners has increased opportunities for victims of



domestic abuse to disclose and receive access to advocacy and support at the earliest opportunity. In partnership with Cardiff & the Vale University Health Board I have funded the delivery of Identification and Referral to Improve Safety (IRIS) to 25 identified GP practices across Cardiff and the Vale. This service was launched in November 2014 and by the end of 2015 all surgeries will have been trained and be IRIS accredited services, allowing earlier identification and access to advocacy through primary health care settings. The intention is to roll this model out across all GP surgeries in Cwm Taf in partnership with Cwm Taf UHB and the third sector by October 2015.

Work with Abertawe Bro Morgannwg University Health Board went from strength to strength. Partnership funding was agreed to employ a safeguarding lead with specific responsibility for the scoping of health responses in relation to domestic abuse, in part to support activities to prepare the Board for the statutory duties expected with the forthcoming Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Bill, alongside increasing the role of health professionals in recognising and responding to domestic abuse. This work has been completed and will inform partnership work being taken forward between the Commissioner and Abertawe Bro Morgannwg University Health Board. . As a result the scoping Board has been identified as an early adopter site for the testing of the National Training Framework, and introduction of a Health Based IDVA is anticipated to be in place from April 2015. This post will address some of the key issues identified from the scoping, providing training to staff alongside the development of referral pathways to increase earlier access to advocacy and

support services. This role will be replicated in Cwm Taf and a senior nurse will be funded undertake scoping work across the Health Board.

Victim Centred Approach

We commissioned Safe Lives (formerly CAADA) to review services and provision across South Wales to map services, funding streams, and identify duplication of services and areas of unmet need to inform future planning and future commissioning of services. The findings of the review were stark, highlighting that the 26 domestic abuse providers were supported by 130 different funding streams, victims and professions were unsure of how to access services, and that there was a lack of early intervention and prevention services. Over the next year we will work with partners to explore joint funding and commissioning opportunities to provide accessible, quality services that are reflective and need and risk.

With the support of Welsh Government funding secured for all Welsh forces to date 120 police officers and staff members have received training to increase understanding and respond to incidences of honour based violence.

In order to increase our understanding of what more can be done regarding prevention I commissioned a literature review to explore impact and identify good practice specifically in relation to perpetrator prevention programmes and scope provision across South Wales Police force area. As a result of our findings I am exploring options to link development work relating to perpetrators of domestic abuse and plan to explore how more can be done to address/change perpetrator

Project Updates

Anti-social Behaviour

Under the Anti-social Behaviour, Crime and Policing Act 2014, the Police and Crime Commissioners were given statutory responsibility for new tools and powers, namely the Community Trigger and the Community Remedy. The Community Trigger is a tool victims of anti-social behaviour can use to instigate a review of their case if they feel the response to date, from the Police, Local Authority or housing provider has not been satisfactory. Following extensive consultation with practitioners and partners this tool is now available in South Wales, details of the threshold for this tool and how it can be activated are found here: www.southwalescommunitytrigger.wales.

The Community Remedy provides victims of anti-social behaviour and low level crime, with a say in the type of punishment the perpetrator should face. A public consultation on the Community Remedy options has been undertaken and operational implementation will commence in the coming year.

The scope for a thematic review which will assess the effectiveness of the current policies and procedures used by South Wales Police and partner agencies, to tackle anti-social behaviour is currently underway. The review should identify outcomes to ensure a reduction in the levels of anti-social behaviour experienced by our communities, better management of anti-social behaviour by our partner agencies and ultimately a



reduction in the number of incidents of anti-social behaviour reported to South Wales Police.

Tackling Child Sexual Exploitation

I hosted a successful Child Sexual Exploitation Summit organised for us by Tros Gynnal Plant on 18 May. Partners from across South Wales were invited to discuss what can be done together to tackle Child Sexual Exploitation including representatives from the Third Sector, Estyn, Welsh Government, Local Authorities, and Health Boards.

I jointly commissioned a review with the Chief Constable of Child Sexual Exploitation in South Wales led by Jan Pickles on secondment from the NSPCC. Jan reported at the Summit and it was agreed to jointly develop an action plan to take forward the findings of that review, alongside lessons learnt from the Rotherham Report, our own analysis of the issues within South Wales and feedback we have had from HMIC.

It is clear that in order to tackle this issue effectively the work of the police needs to be aligned with that of our partners and the feedback from the Summit showed very clear support for the development of a joint action plan involving the police, local authorities, health bodies and others in South Wales.

Welsh Government with the support of the Children's Commissioner has established a working group to develop a national action plan. South Wales Police are represented on this group at leadership level through the South Wales Deputy Commissioner, Sophie Howe, on behalf of the four Welsh

Commissioners and at an operational level through the Head of the South Wales Police Public Protection Unit. The Commissioner strongly supports the Welsh Government approach and the development of a national action plan whilst wanting to ensure that we do not lose momentum from the work we have been developing with partners within South Wales.

Our South Wales partnership action plan will contribute to the Welsh Government work and to the content of the national action plan. We assume that, subject to any alternative suggestions, the partnership plan would be monitored through Local Safeguarding Children Boards and through the Strategic Children's Safeguarding Board chaired by ACC Holland.

I am currently consulting on the plan and have sought initial feedback from Heads of Children's Services in Local Authorities and Safeguarding Leads in the three South Wales Health Boards. I am asking: are you content with the principles and with the actions proposed in this document? Are there any omissions? Can you suggest improvements?

I am particularly keen to ensure that the plan reflects work that is already taking place within Local Safeguarding Children Boards.

A key recommendation discussed at the Summit was to establish an independent "de-brief" service for children who go missing from home. Analysis shows that 75% of the Child Sexual Exploitation victims that we know about have been missing from home on multiple occasions - and missing

from home is generally recognised as an indicators of risk. South Wales Police have succeeded in a bid to the Police Innovation Fund enabling us to establish a regional de-brief service quickly in partnership with Barnardos. We have now appointed four advocates following a recruitment process. For the longer term we will look for ways of maintaining the service when the Innovation funding comes to an end.

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

Over the last year this citizen-centred mental health multi-agency initiative has examined prevention and early intervention for individuals with mental health and /or learning disabilities being diverted from entering the Criminal Justice system in the South Wales area, focusing specifically on the Cardiff and Vale University Health Board area in the first instance. South Wales Police like other police forces across England and Wales highlighted significant issues relating

to individuals with mental health concerns and the need to prevent individuals entering the Criminal Justice system wherever possible. Vital to the success of this initiative is the de-criminalisation and de-stigmatisation of individuals with mental health problems.

A key component of this project has been the opportunity to involve individuals with a lived experience of mental health issues and their carers; police, health and local authority personnel as well as third sector partners and many other groups. This involved interviewing and gathering case studies from individuals who had experienced mental health problems and had come into contact with law enforcement.

A number of statutory and voluntary sector agencies are involved with individuals with mental health and / or learning disabilities when they are in crisis, this is usually the time when someone may come into contact with the police. It was therefore important to gain a greater understanding of the



perception of the police approach and to find out how South Wales Police could develop better partnership-working strategies to provide the best possible service to individuals with mental health issues, particularly considering their link to earlier identification and intervention.

The project has involved the employment of an individual with a lived experience of serious mental health problems, setting up a Management Board to oversee the project. The production of a data set gathered from South Wales Police, Cardiff & Vale University Health Board and Cardiff & Vale Local authorities and examination and analysis of the data set to give an overall picture of the numbers of individuals entering police custody and their ongoing care and treatment. This has been complimented by meeting individuals with a lived experience and their carers/significant others to listen to their stories of being in crisis, visits to and time spent with all partners and visits to services and initiatives across the UK.

Strong governance arrangements have been in place with regular meetings for supervision from the Assistant Police & Crime Commissioner, Deputy Chief Constable, Assistant Chief Constable as well as academic supervision from Cardiff University. To support the project to take ideas forward links have been made with Cardiff University.

The project lead has also been working with Welsh Government to inform the Welsh Crisis Care Concordat and close links have also been made with the Equality and Human Rights Commission.

A number of recommendations have come from the scoping exercise but Initial recommendations from the project are:

- Peer led service development of a Crisis Sanctuary based on principles from projects in Leeds, Bristol and London. This would be commissioned through the third sector and would include not only mental health third sector partners but also drug and alcohol partners all working towards a shared aim. Opportunities already identified for accommodation and infrastructure and the concept being discussed in commissioning plans for mental health and substance misuse following a meeting with key lead for commissioning these services. The revenue costs identified would be 350k
- Development of a decision making tool for police officers (and others such as Ambulance services, British Transport Police). (early developmental ideas being worked on)
- The decision tool would be sited on a mental health APP. A business case is being prepared to work with Cardiff University Policing and the IT department. The work would have 3 phases, initial phase in developing the platform for the APP and the decision tool, phase 2 linking with existing APP links and 3rd phase looking at interface issues with other systems outside police network
- Based on the evidence from literature and some early implementer sites, telephone triage may be an opportunity. The deployment of mental health expertise within the police call centre for example.

Governance

Governance Structure

During the year I continued to refine and develop my governance and oversight arrangements to ensure proper oversight and direction of key areas such as planning and performance, finance, partnership working, collaboration arrangements, the police estate and monitoring my key decisions. These arrangements ensured that robust scrutiny and challenge took place at several levels before ultimately being considered by me and the Chief Constable at my bimonthly Strategic Board meetings.

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



Decision making

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

Decision Framework

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

Manual of Governance

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.

Planning and Performance Board

The Planning and Performance Board, under the leadership of my Assistant Commissioner, John Rose and Deputy Chief Constable Matt Jukes, ensured that planning and monitoring took place at the appropriate level and recommendations were fed back to me either directly or through the Strategic Board.

Commissioner's sole decisions

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

Scrutiny

Police and Crime Panel

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

During 2014/15 the Panel met on 6 occasions

- 7 May 2014
- 22 July 2014
- 21 October 2014
- 6 December 2014
- 30 January 2015
- 11 March 2015.

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.

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 2014/15 on the following dates:

- 30 June 2014
- 29 September 2014
- 18 December 2014
- 23 March 2015

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 2014/15.

Her Majesty's Inspector of Constabulary (HMIC)

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



Transparency

Decision Register

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

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

Publishing Decisions

I have a duty to publish “a record of each decision of significant public interest”, as set out the Elected Policing Bodies (Specified Information) Order 2011. These are published on my website:

www.southwalescommissioner.org.uk/decisions. 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

South Wales Police aims to be the best at understanding and responding to the needs of our communities.

Good communication and our engagement with local communities, our partners and the people who represent them is at the heart of this.

We want people to feel confident that South Wales Police will continue to protect them from harm and will work with partners to prevent crime and protect the most vulnerable members of our society.

The Chief Constable and I have developed a joint approach to communications activity focusing on our shared priorities set out within the South Wales Police and Crime Reduction Plan and Chief Constable's Delivery Plan.

We have agreed to share resources for Communications, as a more efficient and effective way of working.

Key milestones in the delivery of the shared Communications Function include:

- the Commissioner's Communications Manager embedded as a member of the Communications team
- the integration of the Commissioner's and Chief Constable's websites into a new, joint South Wales Police Website
- the delivery of the organisation's first Communications Strategy - a joint-strategy between the Commissioner and the Chief

- delivery of key campaigns aimed at reducing demand on police and partners, drawing on the full resource of the Communications Team

The Communications Strategy 2015 aims to deliver the following outcomes:

- People feel South Wales is a safe place to live and work, are informed about levels of crime and are satisfied with the way South Wales Police understands and responds to the needs of all our communities.
- Our police officers and staff are well informed and equipped with the tools they need to communicate with partners and the public

Our partners are engaged in working together to prevent and reduce crime and develop and deliver policing priorities.

To do this we will:

- Listen to what is important to our communities and respond to their needs
- Be accessible and easy to contact
- Build confidence that South Wales is a safe place to live and work.
- Work with the media and partners to keep our communities informed and deliver the priorities in the Police and Crime Reduction Plan
- We will develop the communication tools and policies needed to support delivery of the Crime Reduction Plan and Chief Constable's delivery plan

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 2014/15.

- 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

We have been working with the Chief Constable and his team to strengthen our joint approach to volunteering within the South Wales Police family. Whilst we have separate operational duties in respect of volunteers; for example, the Chief Constable recruits and manages Special Constables and the Commissioner recruits and manages Independent Custody Visitors, we have been working together strategically over the past year to increase the scope and effectiveness of our investment in volunteering.

My Assistant Commissioner, Dr. John Rose has been leading on the joint approach alongside the Chief Constable's team and this has included work towards a new Youth Volunteer Scheme, engaging the Police Student Volunteers with the Violence Reduction programme in Swansea, agreeing and supporting the recruitment of additional Special Constables and facilitating a new mechanism for 'external' volunteers to support the overall objective of making South Wales a safer and healthier place, in a scheme which sees youth and community work students undertake their placements with third sector organisations which are working in communities hit hard by the reduction in publicly funded youth services, and with organisations which support community safety and a reduction in offending.

This joint work also links with the developing South Wales Police Compact which is a partnership agreement between

the third sector and the Commissioner and Chief Constable and which includes a commitment to supporting 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.

During 2014-2015 work on the two new 'Bridewells' at Merthyr Tydfil and Bridgend was completed and now all police detainees are held at one of four purpose built custody units – in Bridgend, Cardiff, Merthyr and Swansea.

The reduction in the number of custody units meant that our volunteers made fewer visits in 2014-2015 (272) compared to 392 the previous year – however, in terms of the numbers of detainees receiving visits the numbers remained at a very similar level.

In summary 564 adult detainees and 50 juvenile detainees received visits in 2014-2015 compared to 567 and 44 in 2013-2014. Of the detainees available to receive visits 93% 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 'repairs and defects' followed by 'detainee welfare', with just 4% of issues relating to health and safety matters. Welfare issues in most cases reflected detainees appearing or feeling unwell or distressed and did not reflect any concern about the lack of care on the part of custody staff. Similarly repair issues were generally the result of 'wear and tear' or, in some cases, deliberate damage by detainees and were in all cases being dealt with by custody services.

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, RSPCA and the PDSA.



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 2014-2015

A list detailing the events and key meetings I attended during 2014/15 is attached at appendix 4.

Contact Details

Office address:

Tŷ Morgannwg, Police Headquarters
Bridgend, CF31 3SU

Telephone: 01656 869366

Fax: Available upon request

Email:

commissioner@south-wales.pnn.police.uk



Appendix 1

Summary of key achievements 2014-2015

- Partnership established to expand the Drug intervention Programme into other areas of intervention.
- Child Sexual Exploitation report
- Merger of the South Wales Criminal Justice and Integrated Offender Management Board
- Women's pathfinder project
- Modernised estate – Including new Bridewells in Bridgend and Merthyr
- BME Recruitment plan
- Partnership fund
- Custody interventions
- Anti-social behaviour – Community trigger and remedy
- Getsafeonline embedded in website
- Drug intervention scheme
- National policing events - NATO
- Help point plus
- Innovation – Fusion/Violence against women and girls review and action plan/violence reduction/youth offending/mental health/early identification project launched with GPs (IRIS)
- Bursary launch
- Reduction of offending and re-offending in the 18-25 age group
- Out of court disposal panel

Appendix 2

Summary of Community Safety Grant Funding 2014-2015

| | Award in 2014 - 15 | Purpose of funding |
|---|--------------------|--|
| Substance Misuse Services | | |
| Drug Intervention Programme | 2,373,700 | Referral and treatment services for drugs misuse |
| Drug Testing Programme | 110,000 | Targeted drug testing in custody suites) |
| Community Safety Partnerships | | |
| Safer Bridgend | 56,100 | Strong ,swift response to ASB Tackling violence against women & girls Reduction & prevention of offending |
| Rapid Response Pilot | 30,000 | |
| Safer Capital | 149,000 | Tackling violence against women & girls (including a service for male victims) Working with partners on violence & the causes of crime through data analysis work |
| Merthyr Tydfil Community Safety | 41,200 | Strong, swift response to ASB Working with partners on violence & the causes of crime through research & development for community safety work |
| Homesafe (Safer Merthyr) | 10,000 | Target hardening scheme in support of tackling violence against women and girls |
| Safer Neath Port Talbot | 59,700 | Strong, swift response to ASB Tackling violence against women and girls Making the public feel safer |
| Rhondda Cynon Taff Community Safety | 82,300 | Tackling violence against women & girls Strong, swift response to ASB |
| Safer Swansea | 120,500 | Crime reduction & prevention Strong, swift response to ASB Making the public feel safer |
| Safer Vale | 56,500 | Crime reduction & prevention Making the public feel safer |
| 'ASBIT' Database (South Wales wide database for managing our response to ASB) | 20,000 | Strong, swift response to ASB |
| Youth Offending Services | | |
| Bridgend | 31,900 | Reduction & prevention of youth offending - including tackling substance misuse and violence against women and girls, using restorative approaches and putting victims at the heart of our approach. |
| Cardiff | 78,700 | |
| Merthyr Tydfil | 34,900 | |
| Neath Port Talbot | 35,800 | |
| Rhondda Cynon Taff | 64,400 | During 2014-2015 new merged Boards were brought together in Western Bay and Cwm Taff. Cardiff and the Vale of Glamorgan remained as individual Youth Offending Services. |
| Swansea | 63,100 | |
| Vale of Glamorgan | 23,200 | |
| Total of funding | 3,441,000 | |

Appendix 3

Joint Audit Committee Annual Report 2014-2015

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

The Committee is governed by Terms of Reference that are annually reviewed and there has been no change in membership of the Committee since its inception.

The Committee has undertaken a self-assessment during the year utilising the Wales Audit Office Self- Assessment Toolkit for Audit Committees. This was undertaken on an individual and collective basis. In the main the Committee were compliant with all aspects of the Assessment Framework however training needs were identified in the Committee's knowledge of fraud, whistleblowing, anti-corruption practices and cyber-crime. These knowledge gaps have subsequently been addressed.

Two members attended the All Wales CIPFA Conference for Audit Committees. Informal working seminars within the force have also broadened knowledge and understanding.

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

Internal Audit

Deloitte provide the Internal Audit Service to both Corporations Sole and follow an agreed plan on the basis of risk developed by senior management and overseen and amended by the Committee in providing the required assurances on key financial systems and areas of potential weakness. 21 areas were covered including core financial systems, business and operational systems and governance processes.

The Committee receives Audit Reports from the Internal Auditors together with the Management responses to the recommendations. The recommendations are then accepted, amended or rejected by the committee with an agreed implementation date set until the audit cycle is closed.

The Committee has seen a vast improvement in the timeliness of reports, the responses by management and also implementation of recommendations. The Committee are grateful to the work of the ORD Team in expediting this area of business.

Full details of the reports can be seen in the working papers of the committee. Whilst the Committee were disappointed to see a large number of Limited levels of assurance in the last reports tabled by the Internal Auditors it was accepted that this was a consequence of management and the risk process directing the audit plan into these new areas for assurance. The management responses and the action being taken to improve these areas will strengthen the governance framework going forward..

Whilst during the year there had been a reduction in the number of Substantial Assurances and an increase in the number of Limited Assurances, the Committee Accepted that the Overall Assurance was Adequate and noted the impact of the NATO Conference. The Committee will receive updates by the newly appointed auditors at their subsequent meetings where levels fell below acceptable standards.

The Internal Audit Annual Report of Deloitte for 2014-15 concludes that **“the framework for governance, risk and internal control are reasonable and that audit testing has confirmed that controls are generally working effectively in practice”**.

The Internal Audit Contract was retendered on a collaborative basis with Gwent Police early in 2015 in readiness for the start of the 2015 financial year. Deloitte were not successful in the award process and the Committee wishes to place on record their thanks to Deloitte and in particular to Ian Howse and Rhys Manning of the outgoing audit team.

External Audit

The Wales Audit Office undertake Statutory Audits of the Corporations Sole 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 other Regulators in formulating their opinion.

The Audit Committee have no scope over the work of External Audit but does have private sessions with them in discussing emerging issues and receives their Annual

Management Letter and observations at Committee meetings.

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

In reviewing the Accounts for the Year Financial Year 2014-2015 the Appointed Auditor has confirmed that **the Accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the UK in 2014/15 and that they give a true and fair view of the financial transactions undertaken and of its income and expenditure for the period ended 31st March 2015. The Accounts contain an unqualified opinion.**

The Committee noted the improvement in the preparation of the year end accounts and the timely manner that the accounts were closed.

The Committee welcomed the support of the External Auditors in accepting a Joint Governance Statement in covering both Corporations Sole.

HMIC /PEEL Reports

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 have been impressed by the number of positive reports that South Wales Police have received and the exemplar way in which the forces work has been seen as good practice.

The First Peel Assessment of the South Wales Force concluded **“the force is good**

at reducing crime and preventing offending, good at investigation offending and outstanding at tackling antisocial behaviour. The Efficiency with which the force carries out its responsibilities is good” The Force had made excellent progress in responding to the spending review and was well placed to deal with future budget cuts”.

Risk Register

The Committee has undertaken a deep dive into the Risk Register during the current year as part of one of its informal seminars. Four key areas were considered; Alignment of risk to the Police and Crime Reduction Plan; Governance of the Risk Management Process, Assurance on Compliance and Currency.

Whilst significant improvements have been made throughout the organisation in understanding risk, there is still a need to ensure that risk is truly embedded throughout the organisation. The Committee will continue to monitor the progress of embedding risk within the organisation.

Officers and Staff

The Committee rely on the experience and knowledge of staff and explanations of unfamiliar operational and management procedures and systems within the organisation. The Committee are indebted to their input in broadening the knowledge and experience of the committee.

Police and Crime Commissioner and Chief Constable

The Committee have access to both the Police and Crime Commissioner and the Chief Constable. During the course of the year both the Commissioner and Deputy Chief Constable have attended meetings.

Issues such as the Structure of the Finance Department; Project Fusion; Communication Strategy, Partnerships and meeting future austerity measures have been discussed.

In respect of the Finance Department Review both the Chair and Deputy Chair received and examined the independent report that had been prepared and were disappointed that the full recommendations were not implemented given the important role the department would play in meeting future austerity challenges.

Financial Report and Statement of Accounts 2014-2015.

The Committee has considered the Financial Report and Statement of Accounts for the Year Ended the 31st March 2015 prepared by the Chief Financial Officer for the Police and Crime Commissioner and Chief Financial Officer to the Chief Constable.

Joint Annual Governance Statement 2014-2015

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

The Committee Opinion

The Committee has received Reports, Recommendations and Observations from Deloitte, the Internal Auditors, Welsh Audit Office, the External Auditors, HM Inspector of Constabulary and officers and staff of both Corporations Sole in order for it to formulate an independent opinion and provide independent assurance to the Police and Crime Commissioner and Chief Constable in respect of the financial and governance controls within both Corporations Sole.

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

The minutes of the committee are open to public scrutiny and contain our consideration of all the reports received by the Committee and the opinions formulated during the course of the year.

The Forward Plan for 2015-2016 is highlighted by the Agreed Audit Plan that has been adopted together with the Significant Governance Issues that have been raised in the Annual Governance Statement.

The Committee will continue to focus on a risk based assessment of key risks and issues in providing its independent assurance to the Commissioner and Chief Constable.

Thanks

The 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.

29 September 2015.

Appendix 4

Commissioner's engagement meetings and events for the period 1st April 2014 – 31st March 2015

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.

| | |
|---------------------------|--|
| Tuesday 1st April 2014 | Safer South Wales Meeting |
| Tuesday 1st April 2014 | Meeting with Councillor Edith Hughes |
| Wednesday 2nd April 2014 | Meeting with Barbara Ranger, John Munton , Bill Furnham & Derek Bateman |
| Wednesday 2nd April 2014 | Meeting with Jonathan Cox |
| Wednesday 2nd April 2014 | Meeting with Councillor Ed Stubbs |
| Monday 7th April 2014 | Meeting with the Independent Police Complaints Commission |
| Tuesday 8th April 2014 | Meeting with Councillor David Phillip and Julie James AM |
| Tuesday 8th April 2014 | Meeting with Councillor Phil Bale |
| Tuesday 8th April 2014 | Meeting with Lesley Kilpatrick & Hannah Kurtis – Prince's Trust |
| Wednesday 9th April 2014 | Meeting with Niche Record Management System |
| Wednesday 9th April 2014 | Quarterly Meeting with Bridgend Local Authority Leader & Chief Executive |
| Wednesday 9th April 2014 | Meeting with Chris Salmon |
| Thursday 10th April 2014 | IOIS Meeting |
| Thursday 10th April 2014 | Meeting with Ms Manjoo, Special Rapporteur for Violence against women and girls |
| Thursday 10th April 2014 | Meeting with Stuart Hodges |
| Monday 14th April 2014 | Installation of The Chancellor of the University, Royal College of Music and Drama |
| Tuesday 15th April 2014 | Meeting with Victim Support : Tom Davies & Mandy Wilmott, Chris Salmon and Paul Harries |
| Wednesday 16th April 2014 | Meeting with Michelle Fowler-Powe of the British Deaf Association |
| Tuesday 22nd April 2014 | Meeting with Magistrates Bench Chairs and Stephen Whale |
| Tuesday 22nd April 2014 | Meeting with Mr Mojahid Ali, Ihsaan Social Support Association |
| Tuesday 22nd April 2014 | Meeting with Tony Neate |
| Thursday 24th April 2014 | Meeting with Graeme Hobbs, Chairman Motorola Solutions UK |
| Friday 25th April 2014 | Telephone Call with Adrian Oliver, Chair of Youth Trust Board |
| Saturday 26th April 2014 | Annual Police Conference |
| Sunday 27th April 2014 | Annual Police Conference |
| Monday 28th April 2014 | One Voice Wales Area Committee discuss issues impacting on the role of Bridgend, Cardiff and Vale. |
| Tuesday 29th April 2014 | Youth Trust Board Meeting |
| Tuesday 29th April 2014 | Meeting with David Jenkins, High Sheriff South Glamorgan |
| Tuesday 29th April 2014 | Meeting with ICT Police Board consultants Simon Woodward and Ian Whitfield |
| Wednesday 30th April 2014 | Equalities Panel |
| Wednesday 30th April 2014 | Meeting with Alex Blowers of Nominet |

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| Thursday 1st May 2014 | Meeting with ACC Chris Armitt, Gold Commander for NATO Summit |
| Thursday 1st May 2014 | Quarterly meeting with Leader and Chief Executive of Cardiff Council |
| Thursday 1st May 2014 | A Welsh Public Services Thought Leadership Debate and Dinner. |
| Tuesday 6th May 2014 | Meeting with Peter Matthews, Chairman Natural Resources of Wales |
| Wednesday 7th May 2014 | IOM Cymru Board Meeting |
| Wednesday 7th May 2014 | Police & Crime Panel Meeting with Barry Stephens JP Chair of South Wales Branch of the Magistrates Association |
| Wednesday 7th May 2014 | Meeting with Cllr Sarah McGill |
| Thursday 8th May 2014 | Meeting with Waterloo Foundation |
| Thursday 8th May 2014 | Quarterly Meeting with Leader & Chief Executive Cardiff Council |
| Thursday 8th May 2014 | South Wales Neighbourhood Watch Meeting |
| Thursday 8th May 2014 | Cardiff Business Club Dinner |
| Friday 9th May 2014 | Meeting with Lord Stevenson and Mike O'Connor – Stepchange debt Charity |
| Friday 9th May 2014 | Quarterly Meeting with Leader & Chief Executive Merthyr Council |
| Tuesday 13th May 2014 | Quarterly Meeting with Leader & Chief Executive Rhondda Cynon Taf Council |
| Tuesday 13th May 2014 | Quarterly Meeting with Leader & Chief Executive Vale of Glamorgan Council |
| Wednesday 14th May 2014 | All Wales Criminal Justice Board |
| Wednesday 14th May 2014 | Meeting with Mandy Wilmot & Tom Parry-Davies, Chair of Victim Services Wales |
| Wednesday 14th May 2014 | Meeting with Cllr De'Ath |
| Wednesday 14th May 2014 | Meeting with Councillor Elsmore, Cardiff Council |
| Wednesday 14th May 2014 | Dinner with Black Police Association |
| Thursday 15th May 2014 | Meeting with Cllr Edith Hughes and Mrs Sarah James |
| Thursday 15th May 2014 | APCC Conference Call |
| Thursday 15th May 2014 | Meeting with Mr Chris Salmon & ACC Lewis |
| Thursday 15th May 2014 | Reception to celebrate the Hellenic EU Presidency and Europe Day |
| Friday 16th May 2014 | Meeting with Owen Smith, MPs and Kevin O'Neill and residents from Lan Park Road |
| Monday 19th May 2014 | Evidence Based Policing Conference |
| Monday 19th May 2014 | Meeting with Mr Mark Sedwill, Permanent Secretary |
| Tuesday 20th May 2014 | Meeting with Ben Lucas and Thomas Hauschildt, Communications and Project Management Officer |
| Tuesday 20th May 2014 | Meeting with HMIC Dru Sharpling |
| Tuesday 20th May 2014 | Meeting with Steve Reed MP in London |
| Tuesday 20th May 2014 | Meeting with Keir Starmer QC |
| Wednesday 21st May 2014 | APCC General Meeting and Ministerial Engagement |
| Thursday 22nd May 2014 | South Wales Criminal Justice Board |
| Thursday 22nd May 2014 | Meeting with Dusty Kennedy |
| Monday 2nd June 2014 | Voluntary Community Service 50th Anniversary |

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| Tuesday 3rd June 2014 | Meeting with Cllr Julia Magill, Nick Batchelor, Director of Education and Simon Morris, Youth Support Services |
| Wednesday 4th June 2014 | Meeting with Andrew Howell, MD of BCB International |
| Wednesday 4th June 2014 | Meeting with Professor Jonathan Shepherd |
| Thursday 5th June 2014 | Quarterly Meeting with Unison |
| Thursday 5th June 2014 | Quarterly Meeting with Leader & Chief Executive of Neath Port Talbot Council |
| Thursday 5th June 2014 | Meeting with Nick Jarman - Head of Children's Services |
| Monday 9th June 2014 | Guest Speaker at the West Glamorgan Magistrates' Association event |
| Tuesday 10th June 2014 | HMIC Inspectors Meeting - Integrity and corruption inspection |
| Wednesday 11th June 2014 | Meeting with Keith Turner from Airwave Solutions |
| Wednesday 11th June 2014 | Meeting with Keith Towler, Children's Commissioner for Wales |
| Wednesday 11th June 2014 | Quarterly Meeting with GMB |
| Thursday 12th June 2014 | Meeting with Lesley Griffiths AM, Minister for Local Gov and Gov Business and the Four Welsh Commissioners |
| Thursday 12th June 2014 | Third Sector Compact Meeting |
| Thursday 12th June 2014 | Meeting with Clare Biddlecombe and officers at St Athans to discuss NPAS |
| Friday 13th June 2014 | Police IT Roundtable Event |
| Monday 16th June 2014 | Meeting regarding Khat Ban |
| Tuesday 17th June 2014 | Official launch of the Cardiff Counter-Narrative Leaflet "What Islam Really Says" |
| Tuesday 17th June 2014 | Meeting with Tom Parry Davies and Mandy Wilmot |
| Tuesday 17th June 2014 | Meeting with Tony Young - Youth Offending Service |
| Thursday 19th June 2014 | WLGA Annual Conference |
| Friday 20th June 2014 | Violence Against Women and Young Girls Roundtable Discussion |
| Saturday 21st June 2014 | St John Cymru Wales Priory Annual Service and Awards |
| Monday 23rd June 2014 | Finance Sub group of the Partnership Council Meeting |
| Monday 23rd June 2014 | Meeting with Jo Hopkins, Head of Home Office Wales Team |
| Monday 23rd June 2014 | Meeting with Professor Russell Deacon |
| Tuesday 24th June 2014 | Meeting with Yvette Cooper, MP |
| Tuesday 24th June 2014 | Meeting with Stephen Doughty, MP |
| Tuesday 24th June 2014 | John Harris Memorial Lecture |
| Wednesday 25th June 2014 | South Wales Criminal Justice Board |
| Wednesday 25th June 2014 | Cardiff Youth Offending Service |
| Wednesday 25th June 2014 | Summer Reception with University of South Wales |
| Thursday 26th June 2014 | Quarterly Meeting with the Leader & Chief Executive of Swansea Council |
| Friday 27th June 2014 | Meeting with Jan Williams, IPCC |
| Monday 30th June 2014 | Ageing in Wales Strategic Action Group |
| Tuesday 1st July 2014 | Meeting with John and Sarah Merry, Labour Cathays Ward |
| Friday 4th July 2014 | UPSI Meeting |
| Friday 4th July 2014 | Meeting with Jessica Lee Waters, Institute of Welsh Affairs |

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| Monday 7th July 2014 | All Party Parliamentary Group Meeting |
| Tuesday 8th July 2014 | Pupil Scheme Celebration Awards |
| Tuesday 8th July 2014 | Meeting with Mr Keith Bristow, Director of National Crime Agency |
| Tuesday 8th July 2014 | Meeting with YOT Managers |
| Tuesday 8th July 2014 | Cardiff Business Club Chairman's Summer Reception |
| Wednesday 9th July 2014 | Quarterly Meeting with Leader and Chief Executive of Merthyr Council |
| Wednesday 9th July 2014 | Safer Merthyr Tydfil |
| Wednesday 9th July 2014 | Quarterly Meeting with Leader and Chief Executive of Rhondda Cynon Taf Council |
| Wednesday 9th July 2014 | Meeting with Vaughan Gething |
| Wednesday 9th July 2014 | Meeting with Eid Ali Ahmed and Somali |
| Thursday 10th July 2014 | Meeting with Owen Smith MP |
| Thursday 10th July 2014 | Dinner with Internet Watch Foundation |
| Friday 11th July 2014 | Police ICT Board Meeting |
| Monday 14th July 2014 | Third Sector Meeting |
| Monday 14th July 2014 | Neighbourhood Watch Meeting |
| Tuesday 15th July 2014 | APCC General Meeting and Ministerial Engagement |
| Tuesday 15th July 2014 | Visit Mosque for Ifthar with Saleem Kidwai |
| Wednesday 16th July 2014 | Quarterly Meeting with Leader and Chief Executive with Bridgend Council |
| Thursday 17th July 2014 | Quarterly Meeting with Police Federation |
| Friday 18th July 2014 | Meeting with Phil Jarrold WCVA |
| Friday 18th July 2014 | Presiding Judges Meeting |
| Tuesday 22nd July 2014 | Police and Crime Panel Meeting |
| Tuesday 22nd July 2014 | Quarterly Meeting with Cardiff Council Leader & Chief Executive |
| Tuesday 22nd July 2014 | Quarterly Meeting with GMB |
| Wednesday 23rd July 2014 | South Wales Criminal Justice Board |
| Wednesday 23rd July 2014 | Meeting with Stephen Doughty MP |
| Wednesday 23rd July 2014 | IPCC six monthly meeting |
| Thursday 24th July 2014 | Quarterly Meeting with Leader and Chief Executive of Vale of Glamorgan Council |
| Thursday 24th July 2014 | Safer South Wales Meeting |
| Friday 25th July 2014 | Safer & Cohesive Communities Programme Board |
| Monday 28th July 2014 | Meeting with Mark Castle, Victim Support |
| Tuesday 29th July 2014 | Meeting with Andy Bruce, Wales Audit Office |
| Wednesday 30th July 2014 | Youth Trust Board Meeting |
| Wednesday 30th July 2014 | Meeting with Neighbourhood Watch Association |
| Friday 1st August 2014 | Meeting with Sir Charles Pollard, Restorative Solutions |
| Monday 11th August 2014 | Meeting with Saleem Kidwai (Muslim Council for Wales) |
| Tuesday 2nd September 2014 | Meeting of the Police ICT Board |
| Wednesday 3rd September 2014 | Meeting with Julie Lydon, Chancellor of University of South Wales |

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| Wednesday 3rd September 2014 | Meeting with Liz Rijenbergh, CEO Wales Community Rehabilitation Company |
| Thursday 4th September 2014 | NATO Social Media Analytics with Martin Innnes, UPSI |
| Monday 8th September 2014 | Meeting with Lord Toby Harris |
| Monday 8th September 2014 | Meeting with Seema Malhorta MP |
| Monday 8th September 2014 | PICTFOR Dinner |
| Tuesday 9th September 2014 | Meeting with Sarah Rochira |
| Tuesday 9th September 2014 | Meeting with Jo Hopkins, Head of Home Office Wales Team |
| Tuesday 9th September 2014 | Meeting with Linda Roberts, All Wales Schools Liaison Programme |
| Thursday 11th September 2014 | Meeting with Sarah Tucker and Professor Jonathon Sheppard |
| Thursday 11th September 2014 | Black Police Association Meeting |
| Friday 12th September 2014 | Quarterly Meeting with Leader and Chief Executive of Neath Port Talbot |
| Tuesday 16th September 2014 | Alcohol Concern Cymru Event |
| Wednesday 17th September 2014 | South Wales Criminal Justice Board |
| Thursday 18th September 2014 | Meeting with Andrew RT Davies |
| Monday 22nd September 2014 | Roundtable lunch with the Constables of England and Wales |
| Tuesday 23rd September 2014 | Ethnic Youth Support t Team Event |
| Tuesday 23rd September 2014 | Quarterly meeting with Leader and Chief Executive of Swansea Council |
| Tuesday 23rd September 2014 | Launch of the IOIS Building in Swansea |
| Wednesday 24th September 2014 | Quarterly meeting with HMIC Dru Sharling |
| Wednesday 24th September 2014 | Cardiff Youth Offending Service Management Board Meeting |
| Thursday 25th September 2014 | Keynote Speaker at the Porthcawl uni of the 3rd age |
| Sunday 28th September 2014 | National Police Memorial Day |
| Tuesday 30th September 2014 | Meeting with Youth Offending Team Managers |
| Tuesday 30th September 2014 | Meeting with Prof Mansel Aylward and Dr Tracey Cooper of Public Health Board |
| Wednesday 1st October 2014 | Finance Sub group of the Partnership Council |
| Thursday 2nd October 2014 | Quarterly Meeting with Unison |
| Friday 3rd October 2014 | Meeting with Zac Mader and Eid Ali Ahmed |
| Monday 6th October 2014 | Restorative Justice Workshop |
| Monday 6th October 2014 | Keynote Speaker at Welsh Public Health Conference |
| Wednesday 8th October 2014 | APCC General Meeting and Ministerial Engagement |
| Wednesday 8th October 2014 | Justice and Partnerships Out of Court Scrutiny Panel |
| Thursday 9th October 2014 | Meeting with Leighton Andrews AM |
| Friday 10th October 2014 | IOM Cymru Board Meeting |
| Monday 13th October 2014 | Meeting with Tony Young (Director of Childrens Services for Cardiff) and Phil Evans, Director for Vale |
| Tuesday 14th October 2014 | All Wales Policing Meeting |
| Tuesday 14th October 2014 | Meeting with Satrish Sekar |
| Tuesday 14th October 2014 | Cardiff Business Club Dinner |
| Wednesday 15th October 2014 | Safer South Wales Meeting |

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| Wednesday 15th October 2014 | GMB Quarterly Meeting |
| Wednesday 15th October 2014 | Meeting with Joanne Jordan and Jason Pollard |
| Wednesday 15th October 2014 | Quarterly Meeting with Leader and Chief Executive of Vale Council |
| Thursday 16th October 2014 | All Wales Criminal Justice Board Meeting |
| Thursday 16th October 2014 | Meeting with Nick Albrow |
| Thursday 16th October 2014 | Quarterly Meeting with Bridgend Local Authority Leader and Chief Executive |
| Saturday 18th October 2014 | Meeting with Grangetown Community |
| Monday 20th October 2014 | APCC Police IT Supplier Summit |
| Tuesday 21st October 2014 | Police and Crime Panel Meeting |
| Tuesday 21st October 2014 | Launch of Cardiff University's Flagship Engagement Projects |
| Wednesday 22nd October 2014 | Meeting with Stephanie Price, Director Department of Education |
| Wednesday 22nd October 2014 | Quarterly Meeting with Leader and Chief Executive of Cardiff Council |
| Wednesday 22nd October 2014 | Launch of the Ageing Well in Wales Programme |
| Wednesday 22nd October 2014 | Meeting with Sarah McGill & John Munton |
| Wednesday 22nd October 2014 | The Founding Assembly of Citizens Cymru |
| Thursday 23rd October 2014 | Quarterly Meeting with Leader and Chief Executive of Rhondda Cynon Taf Council |
| Tuesday 28th October 2014 | Meeting with Eleri Butler, Welsh Women's Aid |
| Tuesday 28th October 2014 | Meeting with Permanent Secretary Mark Sedwill |
| Tuesday 28th October 2014 | Youth Trust Ethnic Support Team |
| Saturday 1st November 2014 | Open Cardiff Prevent Stakeholder Group |
| Saturday 1st November 2014 | Diwali event |
| Monday 3rd November 2014 | Consultation Event on Community Trigger and Community Remedy |
| Monday 3rd November 2014 | Partnership Council for Wales |
| Monday 3rd November 2014 | Quarterly Meeting with Leader and Chief Executive of Merthyr Council |
| Monday 3rd November 2014 | Cardiff Business Club Dinner |
| Tuesday 4th November 2014 | Meeting with Hue Jakeaway, South Wales Fire and Rescue |
| Wednesday 5th November 2014 | Restorative Justice Conference in South Wales |
| Thursday 6th November 2014 | Meeting with the Minister, Leighton Andrews and June Milligan |
| Saturday 8th November 2014 | Custody visiting seminar |
| Sunday 9th November 2014 | Remembrance Day parade and Service |
| Wednesday 12th November 2014 | Police ICT Board Meeting |
| Thursday 13th November 2014 | Meeting with HMIC Zoe Billingham |
| Thursday 13th November 2014 | Communities Board |
| Thursday 13th November 2014 | Meeting with Samina Khan and Adul Azim Ahmed and Barrie Phillips, Cardiff Prevent Stakeholder Group |
| Friday 14th November 2014 | Student Officers Passout Ceremony |
| Monday 17th November 2014 | APCC Annual Conference |
| Tuesday 18th November 2014 | APCC General Meeting and Ministerial Engagement |
| Wednesday 19th November 2014 | Meeting with Probation Service |

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| Wednesday 19th November 2014 | Official Launch of Help Point Swansea |
| Thursday 20th November 2014 | Planning Board of South Wales Criminal Justice Board |
| Monday 24th November 2014 | Meeting with Saleem Kidwai, Muslim Council for Wales |
| Tuesday 25th November 2014 | Meeting with Phil Evans, Director for the Vale and Tony Young, Director for Childrens Services for Cardiff |
| Tuesday 25th November 2014 | White Ribbon Day event |
| Wednesday 26th November 2014 | Meeting with Mike Goldman, Sue Holder and Barbara Ranger on Youth Offending Team Triage |
| Wednesday 26th November 2014 | Meeting with Pencoed Town Council |
| Wednesday 26th November 2014 | Welsh Foundation for Innovation in Public Affairs |
| Thursday 27th November 2014 | Meeting with Prof Iwan Daives and Kevin Haines on research strategy |
| Thursday 27th November 2014 | Quarterly Meeting with Leader and Chief Executive of Swansea Council |
| Thursday 27th November 2014 | Meeting with Llantwit Major Town Councillors |
| Friday 28th November 2014 | IRIS Communication Strategy Launch |
| Monday 1st December 2014 | Meeting with Secretary of State, Stephen Crabbe MP and the Welsh Commissioners |
| Monday 1st December 2014 | Cardiff Business Club Dinner |
| Tuesday 2nd December 2014 | Meeting with IPCC |
| Tuesday 2nd December 2014 | Book Launch – Police Federation Reception Evening |
| Wednesday 3rd December 2014 | Launch of Keep Safe Cymru |
| Wednesday 3rd December 2014 | Meeting with Michael Penning MP |
| Wednesday 3rd December 2014 | Meeting with Cllr Iona Gordon |
| Wednesday 3rd December 2014 | Meeting with Jonathan Cox, Citizens UK |
| Thursday 4th December 2014 | Meeting with Hue Lewis AM |
| Thursday 4th December 2014 | Lord McNally visit |
| Thursday 4th December 2014 | ProMo 30 Exhibition Launch event |
| Thursday 4th December 2014 | 1000 Voices |
| Tuesday 9th December 2014 | Collaboration Meeting with Dr Tracey Cooper, Chief Executive of Public Health Wales |
| Tuesday 9th December 2014 | Meeting with Jo Hopkins, Head of Home Office Wales Team |
| Wednesday 10th December 2014 | UPSI Quarterly Meeting |
| Wednesday 10th December 2014 | Cardiff YOTS Management Board |
| Wednesday 10th December 2014 | Meeting with Fran Targett, Citizens Advice Cymru |
| Wednesday 10th December 2014 | St John Cymru Annual Carol Service |
| Thursday 11th December 2014 | Meeting with Mark O’Callaghan at the BBC |
| Thursday 11th December 2014 | Quarterly Meeting with Leader and Chief Executive of Neath Port Talbot Council |
| Friday 12th December 2014 | Police ICT Board |
| Tuesday 16th December 2014 | Police and Crime Panel Meeting |
| Tuesday 16th December 2014 | Penarth Youth action meeting |

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| Thursday 18th December 2014 | Joint Audit Committee |
| Tuesday 6th January 2015 | Police ICT Board |
| Wednesday 7th January 2015 | Meeting with Carolyn Williamson and Julia Jaegar, International Association of Women Police |
| Wednesday 7th January 2015 | Meeting with Reverend Glyn James |
| Thursday 8th January 2015 | Roundtable discussion with Keith Towler, Children's Commissioner |
| Thursday 8th January 2015 | Meeting with Leighton Andrew, Minister for Public Services |
| Friday 9th January 2015 | UPSI Update Meeting |
| Tuesday 13th January 2015 | Meeting with Lorraine Gaskell, GMB |
| Tuesday 13th January 2015 | Meeting with Sarah McGill, John Munton and Neighbourhood Watch |
| Wednesday 14th January 2015 | All Wales Policing Group Meeting |
| Thursday 15th January 2015 | Meeting with Mandy Wilmot, Tom Davies and Chie Executive Mark Castle of Victims Support |
| Thursday 15th January 2015 | Meeting with Mark Drakeford AM |
| Thursday 15th January 2015 | Cardiff Business Club Dinner |
| Monday 19th January 2015 | Safer South Wales |
| Monday 19th January 2015 | Ageing Well in Wales Strategic Advisory Group |
| Tuesday 20th January 2015 | Quarterly Meeting with Leader and Chief Executive of Merthyr Council |
| Tuesday 20th January 2015 | Meeting with Wales Audit Office |
| Tuesday 20th January 2015 | IWA Debate with Leighton Andrews AM |
| Wednesday 21st January 2015 | Quarterly Meeting with Leader and Chief Executive of Cardiff Council |
| Thursday 22nd January 2015 | Quarterly Meeting with Leader and Chief Executive of Rhondda Cynon Taf Council |
| Friday 23rd January 2015 | Bridgend Wheels to work project official launch |
| Monday 26th January 2015 | Safer South Wales Criminal Justice Board and Integrated Offender Management Board |
| Monday 26th January 2015 | Meeting with Adrian Oliver, Chair of Youth Trust |
| Monday 26th January 2015 | Youth Trust Board Meeting |
| Tuesday 27th January 2015 | Quarterly Meeting with Leader and Chief Executive of Vale council |
| Wednesday 28th January 2015 | Meeting with Roger Lewis, WRU |
| Friday 30th January 2015 | Holocaust Memorial Assembly |
| Friday 30th January 2015 | Police and Crime Panel Meeting |
| Friday 30th January 2015 | Meeting with Mel Jones, 3Gs Police Youth Trust |
| Monday 2nd February 2015 | Quarterly Meeting with HMIC Dru Sharpling |
| Tuesday 3rd February 2015 | APCC General Meeting |
| Wednesday 4th February 2015 | Meeting with Dani Thomas on future Welsh Report |
| Wednesday 4th February 2015 | United Nations Interfaith Week Seminar Evening |
| Thursday 5th February 2015 | Meeting with Alison Saunders, Director of Public Prosecutions |
| Thursday 5th February 2015 | Police ICT Board |
| Thursday 5th February 2015 | Meeting with Richard Riley, Director of Serious and Organised Crime, Home Office |

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| Friday 6th February 2015 | Meeting with Stephen Doughty & Saleem Kidwai |
| Friday 6th February 2015 | All Wales Criminal Justice Board |
| Monday 9th February 2015 | Cardiff Business Club dinner |
| Wednesday 11th February 2015 | Meeting with the Minister and Welsh Commissioners |
| Wednesday 11th February 2015 | Quarterly Meeting with Leader and Chief Executive of Bridgend Council |
| Wednesday 11th February 2015 | Dinner for the Swansea Faith Week |
| Thursday 12th February 2015 | Meeting with BBC Senior editorial team |
| Wednesday 18th February 2015 | Out of Court Scrutiny Panel Meeting |
| Wednesday 18th February 2015 | Neath Port Talbot Council Annual Meeting |
| Wednesday 18th February 2015 | Policy on Marches Meeting |
| Thursday 26th February 2015 | Quarterly meeting with Dusty Kennedy |
| Thursday 26th February 2015 | Quarterly Meeting with Police Federation |
| Thursday 26th February 2015 | Meeting with GMB & Unison |
| Tuesday 3rd March 2015 | Meeting with Maria Battle & Leanne Coburn |
| Wednesday 4th March 2015 | Meeting with Travelling Ahead Project |
| Wednesday 4th March 2015 | Meeting with Gill James, Hybu |
| Thursday 5th March 2015 | IOM Cymru Board Meeting |
| Thursday 5th March 2015 | High Sheriff of Mid Glamorgan Awards |
| Tuesday 10th March 2015 | StepChange Debt Charity Meeting |
| Wednesday 11th March 2015 | Special meeting with Police and Crime Panel |
| Wednesday 11th March 2015 | Meeting with Nick Newman Chair of Cardiff Licensees Forum |
| Thursday 12th March 2015 | Police ICT Board Meeting |
| Monday 16th March 2015 | Presiding Judges Meeting with the Welsh Commissioners |
| Monday 16th March 2015 | Meeting on Racism – Saniv Vedi, Robert Lynn and Hanef Bhamgee |
| Tuesday 17th March 2015 | Quarterly Meeting with Public Health Wales |
| Tuesday 17th March 2015 | Meeting with Dusty Kennedy and Sarah Cooper |
| Wednesday 18th March 2015 | Visit to Motorola Solutions with Graeme Hobbs |
| Thursday 19th March 2015 | Safer South Wales Meeting |
| Friday 20th March 2015 | Brighter Futures Assembly – Citizens Cymru Wales Youth Leadership Programme |