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# Reduction

# Police and Crime | Plan

# 2014-17



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# Welcome

Welcome to the second iteration of the Police and Crime Reduction Plan for South Wales. It is designed to accelerate our efforts to reduce crime generally and specifically as well as delivering an efficient police service to our communities.

When the first iteration came into effect in April 2013 I promised that the Plan would be a living document. I said that I would review my priorities and ambitions annually to keep the plan up-to-date and relevant. A draft “Revisions Document” was approved for consultation by the Police and Crime Panel in January and this final document has also been informed by all the meetings I and my team have had with numerous organisations across the South Wales Police area over the past year.

One year on, I am more confident than ever about our approach - but I am also aware of the need to explain the principles that underpin the very special and radical approach we are taking in South Wales to the public, to the vast range of organisations with which we work, and to everyone within the police service family.

So this isn't “just another document”. It isn't about a short-term fix or catchy headlines. Nor is it about changing the direction and priorities set out last year. It is an ambitious attempt to accelerate our work, to build on firm foundations, to embed the core values of co-operation and partnership, and to follow the evidence of “what works”.

Public debate about policing has been grossly oversimplified in recent years, and that is a problem. I believe that it is dangerous to take a simplistic approach to defining what we expect from the police.

- Police officers have to respond to an enormous variety of situations, often as the service of last resort or in dealing with issues that ought to be dealt with by other services
- But the primary purpose of the police, as set out by Sir Robert Peel and recently re-stated by the current Home Secretary and Police Minister, as well as by me, is to cut crime - to reduce offending and reoffending.
- However, the police alone cannot cut crime. The 2010 report of the Justice Select Committee showed that most of the levers that affect crime levels lay outside the work of the police and indeed outside the criminal justice system.

**So the most effective police force will be the one that is both best in terms of direct policing activity and at developing strategic and tactical alliances with a range of public and other bodies in order to cut crime and make our communities safe and confident. It will value personal commitment, flair and leadership within a context of co-operation and partnership.**

Sir Robert Peel also spelt out the need for the police to reflect the community they police – or “the police are the public and the public are the police” as he put it – but that is a far more complex challenge, particularly in our great cities, than it was in his day. That is why we need to do more to recruit at all levels from ethnic minority communities. If the success of South Wales Police in moving towards a much better gender balance in recruitment can be repeated, and the issues of

retention and progression addressed too, South Wales Police could quickly move closer to fulfilling Sir Robert Peel's principles.

The training challenge through the last year has been enormous, and I am grateful for the way that the 206 additional Community Support Officers were delivered, keeping faith with the support we received from Welsh Government, whilst maintaining the training of new police officers. Going forward, the opening of recruitment for Special Constables promises to restore their numbers and provides an avenue for people to join the police family and benefit from the new training arrangements. This – with our plans to support recruitment and development opportunities for under-represented groups– provides a real opportunity to demonstrate the commitment of South Wales Police to recruitment from ethnic minority communities.

On policing, I strongly endorse the vision set out by Peter Vaughan, when he became Chief Constable, for South Wales Police to be “professional, proud and positive” and to be “the best at understanding and responding to the needs of our communities”. That vision has driven a period of performance improvement, increased victim satisfaction and public confidence through a period of deep cuts in police numbers and finances, and is spelt out in more detail in a later section.

That process of improvement continues, with the latest figures showing the best victim satisfaction levels experienced by South Wales Police.

But – as the Justice Select Committee found - cutting crime significantly and permanently involves a range of organisations which are outside the police and beyond the confines of the Criminal Justice System. An important part of my role is to show that co-operation can help their work directly and help create some headroom for them in a period of severe cuts as well as providing similar benefits to the police and helping to make our communities better and safer places to live.

In that endeavour our partners include the seven local authorities across South Wales and a range of individual agencies which already come under the aegis of Welsh Government - particularly within the NHS - as well as Welsh Government itself. That's why I see the possible devolution of policing as an opportunity, not a threat. It could accelerate the joined-up approach on which we are working.

During a previous period of deep cuts in public expenditure in the 1980s, many organisations retreated into their own silo and withdrew from joint initiatives. This time around it is different. Leaders in most of the public bodies with whom we work are saying instead “in tough times we need to do **more** together” because together we can achieve more than we can achieve alone. Organisations across all sectors are now feeling the cold winds of year-on-year cuts and it is heart-breaking to see services that we love and value being slashed because there is no other way to balance the books – but that is the reality of 2014.

And there are ways in which we can help each other. The drastic reduction in reoffending by young people under the age of 18 didn't happen by chance. It happened because a variety of professions and agencies came together - as required by the 1998 Crime and Disorder Act - to work together to tackle prolific offenders with whom they had previously worked ineffectively in their separate silos. Cooperation isn't just a nice idea - it works.

I want to cut offending in the age group which now harbours the most prolific criminal activity - the 18 to 25 age - while each local authority in South Wales has stated an ambition to cut the number of NEETs (young people not in employment, education or training) and to give better support to young people leaving care while different agencies are trying to reduce the impact of substance misuse, alcohol, mental health problems, homelessness.

Without entering too far into dangerous generalisations there is certainly a significant degree of overlap between our “target” groups. It is manifestly obvious that we can do more together than we can do alone - especially in tough times - and our success in applications to the Police Improvement Fund means we can bring some new resources to the table.

If our current work with colleagues in the NHS results in us being able to cut violence right across South Wales - and the work of Professor Jonathan Shepherd shows that there is potential for considerable gains - we will free up some police officers to be out on the streets instead of preparing a file for the court. But we will also avoid some calls to the Ambulance Service and create headroom at Accident and Emergency - or at least stop the pressures on those services getting even worse.

And co-operation with other parts of the criminal justice service is proving much more beneficial than I had expected. In particular I have been pleasantly surprised by the willingness of the three prisons in our area to play a positive role in “what happens next” and to work with a variety of organisations including the St Giles Trust to do things differently and better.

While I view the current “reforms” which involve splitting the Probation Service as needless and divisive, I can see that individuals working within that service retain an extraordinary level of commitment and we will work with them to cut crime and to serve South Wales. I want to work with our magistrates across South Wales and learn from their observations and experience in court. And there are developments such as the restorative justice pilots in Cardiff Crown Court from which we may learn a great deal.

These are just a few clear examples of the benefits of co-operation and partnership working. It's not easy and it can be frustratingly slow in the early stages, but it works best for the long term. Of course, we don't expect a police officer to hesitate when responding to a violent incident or a burglary or a car crash - those are just some of the occasions on which we depend on his or her “can do” attitude and quick instincts, and long may that continue. But if the partnership approach continues the trends in reduced offending and reoffending – and a particular reduction in the most serious cases - it will create some headroom for our police officers. Goodness knows they need it as they aim to continue the upward trajectory in the proportion of offences which have an outcome of sanction/detection.

It's not that we want to do more with fewer police officers - with officer numbers down from 3,400 to 2,815, it is an imperative. I share the Chief Constable's long-term ambition to restore the number to 3,000, but I can't see how that can happen until the period of “austerity” is over. But in any event it makes sense to get ahead of the game by cutting crime. In tough times “prevention is better than cure” is just common sense – it's a necessity rather than a luxury.

What has become clear to me over the last year is that there is enormous commitment to working together to build and maintain better and safer communities. That has been led from the top by Welsh Government, which has funded our additional Community Support Officers, and has acted with the police and others to reduce violence against women and girls, and is preparing legislation on youth offending. In addition, each of our seven local authorities have engaged positively despite the financial crises they have had to face up to this year, as have the NHS Trusts and many other partners including the youth service and voluntary organisations.

So these challenges must be faced head on, together, and not be used as a reason for retreating into organisational or departmental silos. It goes far beyond “doing more with less”, and is a challenge for us all to work co-operatively to do things better, smarter, and more efficiently, with less. If “austerity” forces us to think creatively perhaps we should heed the advice to “never let a crisis go to waste”.

Out of these challenges come opportunities to develop innovative and creative approaches for agencies in all sectors to work together based on a collective understanding of community need, an evidence-based approach, and common outcomes to identify what works in delivering service effectively to meet those needs. You will find that this is a key theme throughout this document, and I look forward to working with our partners – as organisations and as individuals - to meet the challenge.

A key theme that underpins our ability to work together is the need to share information, and with the Chief Constable I will be promoting a “dare to share” approach with partners that will enable our practitioners to deliver services to communities more effectively and with fewer resources.

Actually I thought that I had dealt with the reluctance to share data when I insisted in putting a clause into the Crime & Disorder Act, putting beyond doubt that the sharing of data for the purpose of crime reduction and prevention is a legitimate purpose. Of course data cannot be shared carelessly or without thought. But it is not acceptable to say “if in doubt don’t share”. The right approach is to ask “What can I share” or “How can I get the balance right between sharing information to prevent crime and the need to protect personal data.

It is my judgement that the cuts to the Home Office Budget and to police finances go too deep and have already caused serious damage. But having made that clear I am not going to waste time complaining about it. I applaud the approach of the Chief Constable over the past three years in coping with the front-loaded cuts in the Spending Review. He and his team have got on with driving down crime and protecting the public crime even in tough times and I will follow his example.

But you cannot escape the fact that police numbers are down from a high of 3,400 to the present establishment of 2,815, which is an all time low for South Wales Police. The generous support of Welsh Government means that the number of Community Support Officers is at an all-time high of 506 although the number of other police staff has decreased. The latest funding cut – confirmed in the Ministerial Statement on 19<sup>th</sup> December 2013 - means that we cannot sustain this total level of staffing.

In preparing the budget for this year the Chief Constable and I had serious discussions about staff numbers and workforce balance as we sought to balance the books. For future years, it is impossible to rule out further staff losses if the period of cuts goes on. For both of us, the loss of police officers and police staff is the option of last resort – and will be kept to a minimum - but in a service whose prime asset and main cost is our staff, some reduction is the inevitable consequence of these deep Government cuts. Even in this period of cuts we still have to respond to the priorities of neighbourhood policing and the strategic responsibilities of the largest force in Wales. That challenge cannot be avoided.

The Government has recently consulted whether there should be an upward revision of the powers of the Community Support Officer. The Chief Constable and I are clear that there are dangers in any escalation of their powers as that can blur the distinction between a PCSO and a warranted officer. I have supported the Chief Constable’s wish not to increase powers in ways that are allowed within the current legislation.

Rather than wait for changes made in Whitehall, we will review the role of the Community Support Officer and the way they are used in South Wales at present with a view to agreeing what should and should not change and having a robust approach agreed before the national consultation starts to make up our minds for us. And we have a sound starting point: Recently I have been visiting all the different groups of councillors across our seven local authorities in South Wales.

They were often challenging discussions but universally there was an appreciation of the local policing team and endorsement of the work done by PCSOs in the local community. The level of confidence is far better than I have seen before at any point in over 45 years of public service.

We benefit from constructive engagement with the Inspectorate of Constabulary and with the Independent Police Complaints Commission. Peter Vaughan, like his two predecessors, has been unflinching and highly principled in “following the evidence where it leads” in order to deal with problems from the past. And where there is a valid criticism the response should be to put matters right quickly and professionally.

But I am increasingly concerned about the anonymity and generalisation that is involved in Media and public comment on the police. “Plebgate” was a highly visible incident in London and is rightly subject to in-depth scrutiny – but it has absolutely nothing to do with South Wales Police.

I have questioned the approach of the Inspectorate as apparently it is their policy to name the Force or Forces when offering praise but to anonymise criticism. They – and Ministers and anyone else – should be specific when issuing criticism because anonymous criticism appears to tarnish all 43 Forces. If South Wales Police deserves criticism we want it to be specific so that we can tackle the issue directly. Anonymity and generalisation are unhealthy.

Finally, I believe that we are making the right decisions about how to reflect the 2011 Police Reform Act in how South Wales Police operates. It is a single organisation with two “Corporations Sole” defined in the Act as the Commissioner and the Chief Constable. This year we faced the rather peculiar decision about who would be the employer for each member of staff. We quickly agreed that this shouldn’t be an issue.

So the Chief Constable will be the employer for all employees other than my immediate support team and all employees will be required to provide the service and support we each need to fulfil our roles, guided by the principles which we have agreed and set out in a “Hallmarks Document” which is available to staff.

Most of the time our staff will see no difference to what they are required to do, save that it falls under the coherent and cohesive overall leadership partnership of the chief constable and the commissioner

As I said earlier, bad financial news and difficult challenges do not change our aspirations and intentions. We plan to build on the excellent foundations already in place, and continue to develop our partnership approach to preventing and reducing crime and improving the quality of life within our communities.

I take responsibility for this document as published, but it is above all a partnership document. I am grateful for the efforts of all members of my team through the year, and particularly to my Chief Planning and Performance Officer, for pulling everything together in this document. The personal engagement of Peter Vaughan has been enormously important and his team and mine have worked together consistently and with a shared passion to “get it right”.

Last year we brought together the first iteration of the Police & Crime Reduction Plan for South Wales in only a few weeks of frenetic activity. This second iteration reflects our journey toward making a reality of South Wales Police as a single entity within which the specific roles of the two Corporations Sole – the Police & Crime Commissioner and the Chief Constable – support and complement each other in making South Wales Police the best at serving the public and driving down crime through co-operation with a whole range of partner organisations. I want to thank them all for their contribution and their commitment.



A handwritten signature in blue ink that reads 'Alun Michael'. The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

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

# Introduction

One of my first duties on taking up the role of Police and Crime Commissioner in November 2012 was to publish my Police and Crime Reduction Plan. In total, I had only seven working weeks to put the document together set against the backdrop of having to create an entirely new office structure and governance arrangements.

Despite this short timescale, I was encouraged to see that the priorities set out in my initial plan resonated well with those of partner agencies – particularly with local government but also agencies of Welsh Government, particularly the NHS, and with organisations in the Criminal Justice System. What became clear was that not only were we facing similar challenges, but in many areas we were working towards the same goals - delivering our services to meet the needs of the same communities, and often seeking to help and protect the same vulnerable individuals.

Over the following months, I recognised the need to give greater clarity to my priorities, specifically in the areas of responsibilities and accountabilities for delivering outcomes. This was borne out of a key provision at the heart of the 2011 Police Reform Act, which firmly established my statutory responsibilities not just in regard to South Wales Police, but on a wider basis with responsibilities for ensuring that we have an effective criminal justice system locally as well as promoting wider and more effective partnership working.

I very much welcomed this additional legislative responsibility, because it reinforced my existing and long-held belief that partnership working is the most effective mechanism for reducing and preventing crime. Indeed, this was the central principle I set out in what became the 1998 Crime and Disorder Act which established Community Safety Partnerships and Youth Offending Teams, and is the cornerstone of my Police and Crime Reduction Plan. As was made clear in the Justice Select Committee's report on "Justice Reinvestment", the police cannot deliver safe and secure communities on their own. A wide variety of organisations – and indeed the public – have a role to play.

The emphasis on the importance of joined up, smarter working is maintained as a key element running through this revised plan, which is based on a process of evolution rather than revolution with an increasing emphasis on specific areas such as victims, mental health, children and young people, and volunteering. The main change from the previous plan is that the priorities have been divided into four themes to provide greater clarity on responsibilities for delivering outcomes.

Another key thread that remains from the previous plan is that my priorities are built on the principles of an evidenced-based approach, informed by an unremitting questioning of the evidence and on identifying what works. The approach I am taking with academic partners and operational police leaders – and with partners in local government and other agencies - will help by using action research methods to test the effectiveness of existing approaches to crime reduction and prevention.

It is essential that I fully involve partners in this approach and that we share the findings. The Safer South Wales and the South Wales Criminal Justice Boards bring together those who have a key part to play in this. It also involves direct discussions and agreement with others, including each of the seven local authorities across South Wales, the three Local Health Boards, and many others.

In fact, one of the most important parts of my role is developing relationships with partner agencies to identify common objectives and unblocking any obstacles to delivering services effectively. Meeting partners over the past 12 months has been invaluable in giving me a better understanding of the complexity of the partnership landscape across South Wales, and agreeing ways we can be more effective.

I have developed an appreciation of the processes that partners have to go through, both individually and collectively, to define their priorities and the pressures they face in delivering services. I firmly believe that at the time when the financial situation is at its most challenging, we need to work together to be more effective in improving the quality of life for our communities and the individuals within those communities. That is why I have valued the engagement and commitment of all the local authority leaders and their teams as well as other partner agencies throughout the last year.

The work of the police service is enormously complex and reaches into many surprising aspects of human activity. They are often the last resort for members of the public who can find no help elsewhere. In addition, the wide remit of my role – set out in the 2011 Act and in the Oath of Office - provides me with a strategic view of this landscape, allowing me to identify the connections we share. It is a fact that the people we are trying to help are often the same people in the same communities – and we need to seize the opportunities that exist to use these connections more effectively.

Now is not the time to retreat into our silos at the expense of the vulnerable and I will continue to work with partners to develop common outcomes, using a common language and a common, evidenced-based, approach to provide a clear focus on what is really happening - not merely relying on what is reported to the police, but extending our research and engagement to give a richer understanding of the *real* experience of people and communities.

Even if it involves an apparent increase in crime we want to encourage the quick and confident reporting of incidents, especially in respect of child sexual exploitation, domestic violence, hate crime and crimes against old people as well as “hidden” offences such as so-called “honour-based” violence and female genital mutilation. People trafficking and different forms of exploitation are becoming increasingly obvious in society and it is important to encourage the public to report their suspicions and for such reports to be acted upon.

In general, across all categories, it is only when we know the true extent of crime, the real impact on victims and the real issues within communities, that we can focus collective resources on providing an effective, partnership approach to resolving them.

One area where I can add value is through the ability to fund partnership initiatives, such as the Community Safety Fund. For 2013/14, the Community Safety Fund allocated to me by the Home Office was significantly below the level of funds provided in South Wales by the Home Office the previous year. Next year (2014-2015) the Community Safety Fund will be rolled into the central police grant, without any ring-fencing.

We know that the total “pot” is being cut, and we are fearful of further cuts for 2015-2016. So we will face difficult decisions, and **I shall do my best to protect the fund as far as possible but undertake work to ensure that it is directed towards our priority areas.** A transparent system for allocating the available money will be led by my Chief Finance Officer and we will fully involve partners in that process. The criteria for the fund will be closely aligned to delivering the priorities set out in this Plan, which reflect the issues and concerns of our communities

I have concentrated on the things we can do together to cut crime and create safer communities, but I also want to pay tribute to the Chief Constable and his team, from chief officers to street level, for the high-quality policing service they deliver to the public of South Wales. The evidence of improvement in victim satisfaction in particular is enormously significant. We must not take for granted the day-to-day work, day in and day out, in all weathers and in all sorts of circumstances, some of them extremely difficult and challenging.

Nobody in the team should be taken for granted and so I want to confirm my intention to designate South Wales Police as a “Living Wage” employer. This will be done as soon as the necessary arrangements have been made. It is important that both I and the Chief Constable are seen to support the team who contribute so much to making South Wales Safe.

Although this last year has provided a number of difficult challenges, I now better understand the partnership landscape within South Wales, and have a clearer appreciation of the roles we all have in supporting our communities. I also understand the financial pressures we are all under, and am determined to support partners by promoting an approach where we work together to meet these challenges, and to represent them with Government in Wales and Westminster, to ensure we maximise the opportunities to access funding and resources that will help us deliver better, sustainable services to the people of South Wales.

# Policing South Wales

## Background

Although geographically small - covering around 812 square miles and equating to just 10% of the geographical area of Wales - South Wales Police provides a policing service to 1.3 million people covering 42% of the country's population with around 48% of the total crime in Wales, and is the 8<sup>th</sup> largest force in Wales & England.

This places a high demand on resources within the Force and in the last year the Force has managed approximately 35,000 arrests, 408,000 incidents and 1.2 million calls. A recent HMIC inspection identified South Wales Police as the busiest force in England and Wales, in terms of demand per officer.

Crime levels in the South Wales area are at their lowest levels since 1983. Figures for April 2013 to January 2014 show the communities of South Wales continue to remain safe with a further reduction in recorded crime, compared to previous years.

During the same period, anti-social behaviour also fell by 16% compared to the previous year.

The Force area and its four Basic Command Units, span the seven unitary authority boundaries Bridgend, Cardiff, Merthyr Tydfil, Neath Port Talbot, Rhondda Cynon Taf, Swansea and the Vale of Glamorgan, with Headquarters situated in Bridgend.



The area includes 63 of the 100 most deprived communities in Wales (and indeed Europe). It is a diverse region, boasting urban, rural and coastal areas and featuring the two largest cities in Wales, Swansea and the capital city, Cardiff.

Famed for its strong sense of history, South Wales continues to expand in the business, leisure, and tourism areas and over the last 30 years has undergone significant change. Communities are more widespread, employment areas have moved, and more and more people are coming to South Wales, be it to set up home or as visitors to our capital city, our coast and our heritage sites.

Swansea is a vibrant city boasting a ferry port, a Premier League football team and the Ospreys rugby team. The city is also home to Swansea University and Swansea Metropolitan University, which together have almost 20,000 students.

Cardiff is one of the fastest growing cities in Europe and attracts over 18 million visitors per year. The city is home to the National Assembly for Wales, the world-renowned Millennium Stadium, Cardiff International Airport, Wales' other Premier League football team, Cardiff City, the Cardiff Blues rugby team, and the SWALEC cricket stadium hosting both Glamorgan and international cricket matches. The impact of these events on policing and the nature of Cardiff being the capital city of Wales bring its own funding issues, which are not recognised by the Westminster Government, unlike London and Edinburgh, and I will continue to pursue this on behalf of South Wales Police.

The city is also home to Cardiff University and Cardiff Metropolitan University. The University of South Wales has campuses in Cardiff and Pontypridd and incorporates the Royal Welsh College of Music and Drama. This amounts to a total of over 80,000 students in a city which is also home to Wales' most diverse communities.

Situated in the northernmost part of the force area, Merthyr Tydfil is the gateway to the Brecon Beacons and, over recent years, has seen a programme of regeneration that has provided new opportunities for business and tourism in the area

The southern coastal border of South Wales covers the ports of Barry, Port Talbot and Swansea, along with seaside towns like Penarth and Llantwit Major, the Glamorgan Heritage Coast and the popular tourist destinations of Porthcawl, the Mumbles and the Gower, which has been designated an Area of Outstanding Natural Beauty.

Southern Wales is of major strategic importance with the road network (in particular the M4 and A465 Heads of the Valley road) good rail links and the sizeable market presenting a continuing risk that organised crime gangs from England and Europe will infiltrate the region.

The relative proximity to Bristol, and major cities such as London, Manchester, Liverpool and Birmingham, which have levels of gun crime and drug related violence that are not seen to the same extent in South Wales, is an ever present reminder of the seriousness of the threat from organised crime. This emphasises that crime does not recognise national borders and administrative boundaries and stresses the importance of co-operation in fighting crime.

The presence of the Welsh Government requires a dedicated policing unit responsible for security and Cardiff, as the seat of Welsh Government, attracts increasing numbers of demonstrations against regional and national policy.



The Force also polices around 186 events each year, ranging from international football rugby, and cricket matches to concerts and other major sporting events. The successful policing of these events has enhanced the reputation of South Wales Police to a global audience.

South Wales Police is a main strategic force in England and Wales delivering not only a local service but providing support major national events. In 2014 the Force will support NATO conference, the Commonwealth Games and parades in Northern Ireland. In recent years the Force has provided support for the Olympics and Paralympics, the G8 Summit, London riots and the April Jones murder investigation.

The Force plays a key role in the lives of people who live, work and visit the area, and this is achieved through the dedicated work of 2,815 officers, 506 Police Community Support Officers, 1,836 staff and 79 special constables.

# The Police

South Wales Police plays a key role in the lives of people who live, work and visit our area. The statement of purpose is about 'Keeping South Wales Safe' and having a positive impact on the communities we serve.

The force's "vision" is to be "the best at understanding and responding to the needs of our communities", and has set itself three organisational values for its staff in support of this vision.

These are:

- To be a **professional** organisation with staff who are honest, take ownership and show respect
- For all staff to be **proud** of the organisation, the diverse communities they serve and of themselves
- For the Force to be **positive**, to respond to people and their concerns, to be reliable and to be caring.



These are the key principles that the Chief Constable expects from his workforce. I fully endorse this approach and intend to replicate this approach with my team to ensure consistency in approach and expectations of those who come into contact with either South Wales Police or the Commissioner's Office.

The force is also committed to the delivery of a high-level policing service to the communities of South Wales by:

- Making every contact count (by ensuring that every contact with any member of South Wales Police meets the needs of the caller and where possible, leaves the member of the public feeling satisfied).
- Being self-critical when there is dissatisfaction: asking whether there is a need for service improvement (and in that event acting quickly to put matters right), or whether it is an inevitable but disappointing response to the right decision. And in either case to be open to critical peer review.
- Ensuring that the service received by individuals and the community is of the highest quality, be it to reduce crime, detect crime or to support victims of crime or anti-social behaviour
- Ensuring that each person is treated with dignity and equality, respecting diversity and the human rights of the individual.

- Providing value for money by ensuring that everything is done in the most efficient and effective way possible, bearing in mind the wider context as well as the immediate event.

## **National and International Priorities**

The Strategic Policing Requirement is an important and permanent element in our policing approach across England and Wales. The significant contribution made by South Wales Police at a national level has often been outstanding, for instance during the Olympics and Paralympics in 2012, and in 2011 when our officers were called upon to help out during the riots in London. This support continues in 2014 when the Force will support the NATO conference, Commonwealth Games and parades in Northern Ireland.

The Home Secretary makes an annual statement to identify key national threats that the police must address and the national policing capabilities required to counter these threats.

The extent to which these issues are high in the public consciousness tends to depend on high-profile incidents and media coverage, but these are issues on which we can never relax even when things appear quiet. Currently the threats are listed as:

- Terrorism
- Civil Emergencies
- Organised Crime
- Public Order and Public Safety
- Large Scale Cyber Incidents

The Chief Constable takes a robust approach to ensuring that South Wales Police play an effective role in contributing to national and international challenges to our safety and security, as well as taking the lead in ensuring that Wales is served well through our collaborative arrangements. I will work with him to take full account of national threats when reviewing the policing requirements for South Wales, and the need for collaboration with other Forces in Wales. I will also continue to challenge the Home Secretary and the Police Minister on the difficulty of maintaining resilience after cuts in police finances which came too fast and went too deep. We cannot afford further attrition in police resources.

Collaboration is the means by which the force ensures that cross-border policing responses are provided effectively and efficiently. This is a national policing strategy that focuses on those areas where government has a responsibility for ensuring forces can respond to serious and cross-boundary criminality, and in support of the work of national agencies such as the National Crime Agency.

We are committed to collaborating with others to provide improved value for money for the public of South Wales, building on what has been achieved in recent years and exploring what 'back office' functions can be joined up between forces to provide a better service.

Existing collaborative arrangements in support of serious and cross-boundary criminality include:

- **Tarian**

Tarian is the name for the Southern Wales Regional Organised Crime Unit which was launched in 2003 as a response to the increased threat of Class A drugs in communities. During 2003, operation Tarian created Regional Task Force and in 2006 a Regional Intelligence Unit was introduced that provides strategic and tactical intelligence and support to the three southern Wales forces.

This was further enhanced by the co-location of the Regional Asset Recovery Team in March 2004 to provide a more co-ordinated and joined up law enforcement response to criminality and work closely with partners and government initiatives to include the Action Fraud reporting service. Tarian continues to grow and a new Regional Protected Persons Unit began operations in February 2013.

Tarian is resourced by officers from across the three southern Wales forces as well as other agencies to include Her Majesty's Revenue and Customs, the Crown Prosecution Service, the Serious Organised Crime Agency and Her Majesty's Court Service.

- **Wales Extremism and Counter Terrorism Unit**

This was established in 2006 and created one Special Branch for the whole of Wales.

Other collaborative arrangements include:

- **Joint Scientific Investigation Unit**

South Wales and Gwent have established a joint Scientific Investigation Unit, which allows both forces to deal with forensic examinations internally, thereby saving in excess of £1million.



- **Joint Legal Services**

South Wales and Gwent forces have established a Joint Legal Services provision, to provide an enhanced service for both areas. This joint approach to Legal Services was the first of its kind in Wales and England and resulted in the reduction of outsourced work, greater economies of scale, improved performance, greater specialisation and improved development opportunities for staff.

- **Joint Director of Human Resources**

South Wales and Gwent have appointed a shared Director of Human Resources to provide strategic human resource services to both forces.

- **Firearms**

The Joint Firearms Unit has been established to provide a larger and more resilient pool of firearms experts across South Wales, Dyfed Powys and Gwent Police Forces. This partnership will not only offer potential savings in the use of estate, but also generate savings in procurement and training.

- **Procurement**

A 'virtual' Joint Procurement Unit for South Wales, Dyfed Powys and Gwent has been established to improve procurement efficiency and the provision of clear policy guidance and best practice. South Wales Police are also supporting the Welsh Government's collaboration agenda by signing up to the National Procurement Service.

- **Fleet**

The Force is working towards a joint approach to vehicle maintenance with Bridgend County Borough Council to deliver a more efficient and effective service.

- **IT**

Over the past year Force IT systems have been joined together with those in Gwent and Dyfed-Powys to provide the technology to underpin other collaborations such as the Joint Firearms Unit and Scientific Support. Also, Niche collaboration with Gwent now sees South Wales hosting a single record management system across both forces which gives officers and staff across both organisations full access to information held by the other.

Future collaboration will be driven by the potential for efficiency and improved service and by the outcomes of the Regional Strategic Assessment of threats, risks and harm to southern region of Wales. I will continue work with the Chief Constable to look for further opportunities for collaboration, both with other police forces and with the wider Welsh public service, to assist in the drive for improved policing and community safety service for the public within South Wales.

## **The Public**

It is absolutely crucial for the police to be excellent at responding to events and offences, to investigate and detect, to intervene and arrest, but that's not the whole story. When he established the first police service in London, Sir Robert Peel set down nine key principles, of which two were absolutely crucial and central then as now:

- The basic mission for which the police exist is to prevent crime and disorder – to reduce offending and reoffending
- The police are the public and the public are the police – effectiveness requires a shared sense of community and identity

Given the nature of the police service there is an expectation from the public that the police will be there when things go wrong at any time of the day or night, and that police officers will handle everything that is thrown at them with calm, restraint, firmness and dignity.

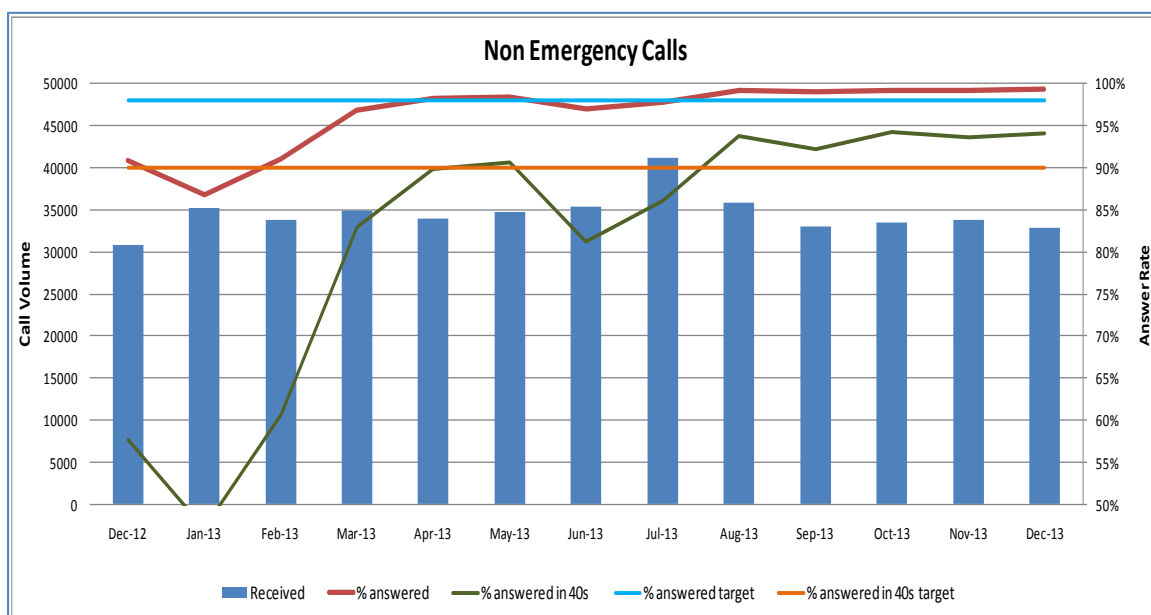
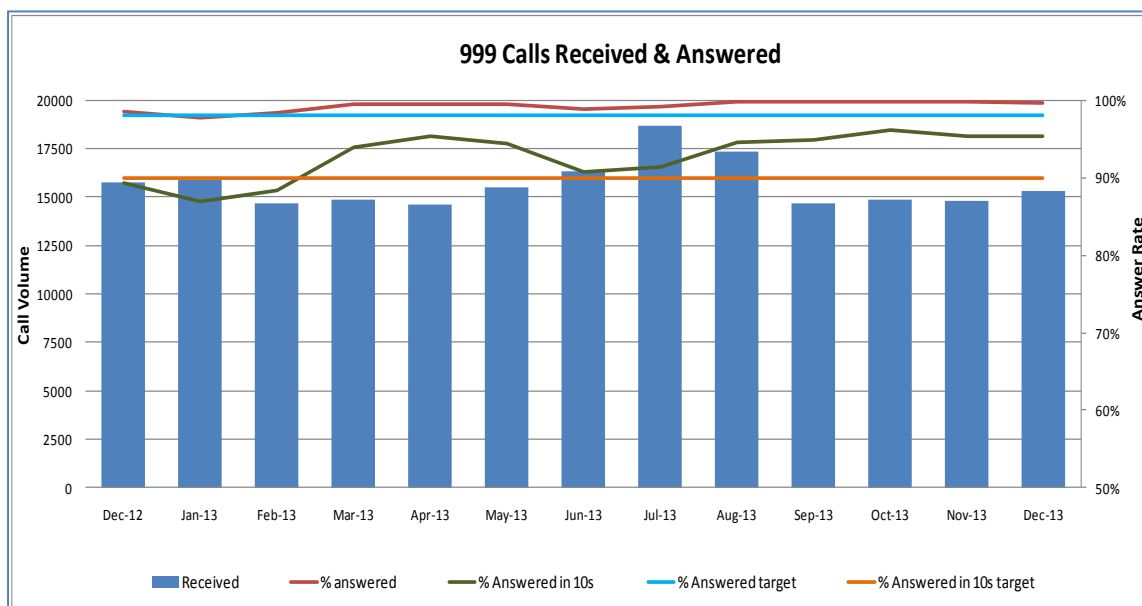
The launch of a **Public Service Centre** (PSC), a one-stop-shop for 999 emergency calls and 101 non-emergency calls, allowing staff to deal with calls at source or directed to the most appropriate person, has changed the way in which the public are able to access police services. Seven different sites have been merged into one state of the art contact centre in Police Headquarters which has seen a significant improvement in performance.

April 2014 will see the re-launch of the 101 logo replacing the traditional orange and black logo with something the public can identify with as being a service provided by the police.

The Public Service Centre makes use of new technology such as **lr3+** which enables timely deployment of resources to incidents. To support this, the Force has also enhanced its mobile data devices so that officers are able to access more detailed information on route to an incident, as well as providing them with an ability to search key systems and provide live updates.

As a result of this investment, the Force has seen an improvement in its call handling performance which shows that:

- 99.3% of 999 calls were answered for the year ending December 2013 compared to 97.8% the previous year
- 93.1% of 999 calls for the year ending December 2013 were answered within the target of 10 seconds compared to 88.3% for the previous year
- 96.9% of non-emergency calls were answered in the year ending December 2013 compared to 84% the previous year
- 83.8% of non emergency calls for the year ending December 2013 were answered within the target of 40 seconds compared to 43.7% for the previous year



In summary:

#### **999 Calls**

- We were missing 1.5% of 999 calls, now just 0.3%.
- Waiting times have fallen from 7 to 2 seconds.

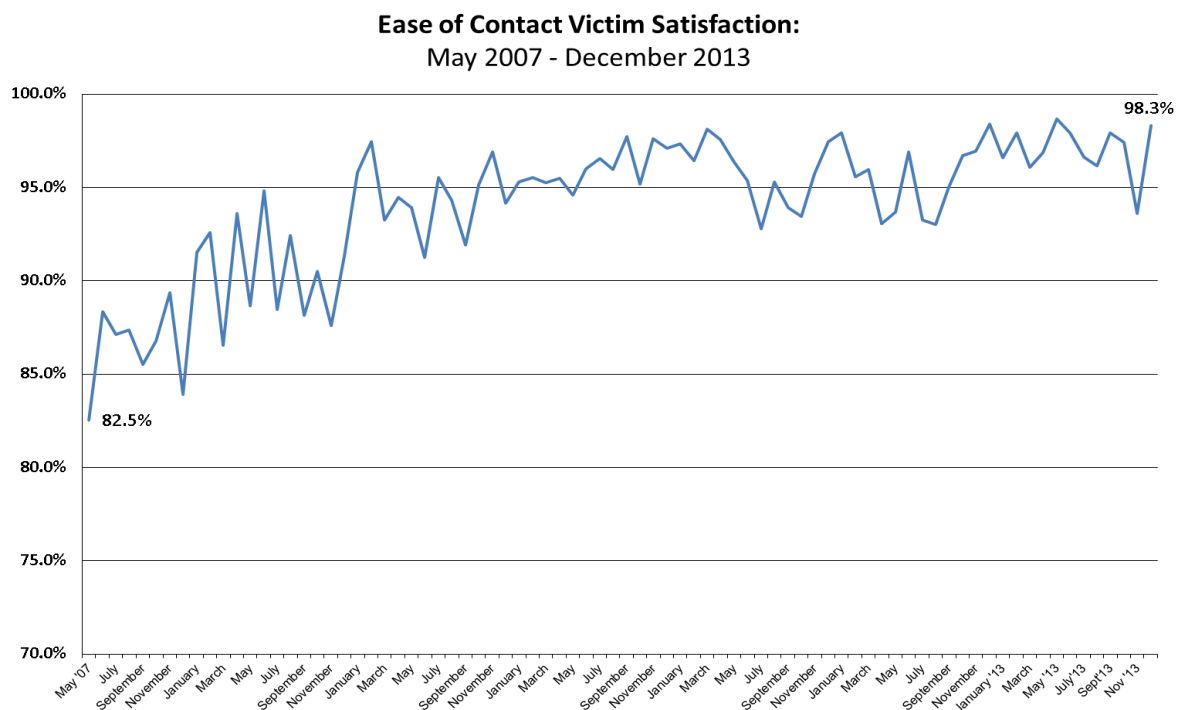
#### **Non-emergency calls**

- We were missing 9.1% but now only 0.7% slip through.
- The public now wait just 8 seconds on average compared to 72 seconds last December.

#### **Officer Calls**

- Officers were waiting for over 100 seconds last December, now just 12 seconds.
- Consequently, our drop off rate has decreased from 14.9% to 3.3%.

The Force has also seen significant increases in satisfaction levels of victims of crime with ease of contact over the past five years.



When the challenges are properly understood, it is clear that the police and the public need each other and are at their best when they share clear objectives and have a shared identity. We cannot be successful without each other or without mutual confidence. The ability of the police to perform their duties is dependent upon public approval of police actions.

## **Partners**

Most of the services that affect levels of crime and re-offending are outside the remit of the police service and indeed completely outside the criminal justice system generally. This was one of the key findings of the Justice Reinvestment report of the Justice Select Committee of which I was one of the authors and which was endorsed with approval by Ministers of the incoming Government in 2010.

It follows, therefore, that the police service has to have an immediate proactive and reactive ‘can do’ approach while also working hard on a partnership approach which shares analysis, planning and action. With this in mind, I propose the following principle to add to the nine principles proposed by Sir Robert Peel on which to establish a solid foundation for partnership working:

*“The Police and their partners must nurture a sound understanding of the levels of crime and risk, locally and nationally, without which they will be under pressure from false perceptions and the fears of the “worried safe”. The Police must constantly challenge their own perceptions and work with partners, using sound analysis and careful inquiry, to deal with the reality of the public’s experience and not just what is reported to them, in order to create safe communities.”*

The value of the partnership approach has been demonstrated in the drop in crime figures over more than a decade. Also the benefits of joint professional working through Youth Offending Teams have been demonstrated convincingly in the reduced level and seriousness of youth crime in England and Wales, with some excellent local examples in South Wales.

While continuing to drive up performance we will aim to extend these approaches to other areas of criminality, disorder and misbehaviour. Success in our application to the Home Office Innovation Fund in order to tackle prolific offending in the 18 to 25 gives us a superb opportunity to apply the principles that underpin youth offending teams to an older age group.

This approach to crime reduction and effective partnership working has been pursued by South Wales Police in recent times and my aim is to enhance and accelerate that process and to engage others in it.

## **Delivery**

The Chief Constable has developed a Force Delivery Plan, which outlines how he will deliver the policing objectives and performance targets set out in this plan. This will be the basis on which I hold the Chief Constable to account for the delivery of an efficient and effective policing service for South Wales. But the key element of our approach is having a “clear line of sight” from strategic planning and the Police and Crime Reduction Plan, through the Force Delivery Plan to the delivery plan of each BCU (Basic Command Unit) and to the most local level of policing.

We also share a passionate commitment to the partnership working outlined in this plan. Indeed I am enormously impressed by the commitment shown by police officers at every level and by Community Support Officers and other police staff to the sort of local partnership working that cuts crime and creates local confidence.

With the Chief Constable, I will work to ensure that everyone within the South Wales Police family – police officers and all staff - knows that he or she is working to meet the joint aspirations of the Chief Constable and the Police and Crime Commissioner. While the former has complete operational control of the Force and the latter has the overarching responsibility for setting policing priorities and the budget, we will both use our powers and responsibilities as a team to deliver the best possible service to the people of South Wales.

**That’s why the twin themes of effective policing and genuine partnership run through our plans at every level, like a name through a stick of rock.**

# Progress to date

During the past year, I have made significant progress in understanding the partnership landscape in South Wales. This has allowed me to gain a clear understanding of my role, identify where I can add value and work to develop more effective partnership working.

Central to this work is my ability to work effectively with the Chief Constable and his colleagues, and although I have a statutory duty to hold the Chief Constable to account, I intended from the start to offer a relationship of partnership and shared aspirations, rather than antagonism and external criticism, and to work together to clarify and develop our relationship. That has been fully reciprocated by the Chief Constable and this is enabled progress to be made across a number of priority areas.

## Priorities

Initially there were some reservations about the *number* of priorities contained within the previous version of the plan. Perhaps I should have been clearer in my initial statements that these are not all tasks which the police – or the police alone – are expected to deliver. Nor did I expect all of them to be met in the first year. The Police and Crime Reduction Plan was required in law to set out expectations for the **FOUR** years span which the plan covers, however my priorities are based on creating a long-term foundation for the development of a solid partnership based approach to meeting the needs of our communities.

So whilst some priorities relate to the existing work of the police – and the wish to continue the downward trend of crime in South Wales – they were not all intended for quick delivery, and indeed some are long-term aspirations which could never be delivered over an annual cycle.

This has been reflected in the development of a planning matrix that outlines the activity required in each year to implement my priorities. This will continue to provide an opportunity for South Wales Police to plan more effectively over a longer term, as well as allowing my plan to be aligned with those of partners - such as local authority Single Integrated Plans - to ensure a more coherent approach to resolving issues and supporting communities.

Having looked back over the past 12 months, however, I believe that we have made an excellent start in delivering our priorities. My leadership team and I are developing strong relationships with partner agencies across all sectors, including the voluntary sector, and this has given the impetus for making the scale of progress we have been able to make thus far.

## Policing

PACT (Police and Communities Together) meetings continue to attract different reactions, ranging from strong support in some quarters to bitter resentment in others. I strongly support the approach of allowing those that are effective and useful to continue, asking those who do little whether they wish to continue, and if they don't work asking the local community, with local councillors, to look for better ways of engaging with ways of reducing crime and disorder to make the community safer.

In taking this approach, I shall call upon the considerable experience and expertise gained by South Wales Police and the Universities Police Science Institute in engaging and consulting within communities, such as undertaking neighbourhood and victim satisfaction surveys, to provide a better understanding of community need.

We have developed a Community Speedwatch programme which will aim to empower local communities, through volunteers, to take action to resolve local issues and address the problem of anti-social behaviour. This project has been enabled by the support of Welsh Government and has a particular focus on Communities First areas.

## **Partners**

My Deputy Police and Crime Commissioner, Sophie Howe, has worked closely with the Chief Constable's team and made significant progress in taking forward the need to reduce violence against women and girls and domestic abuse, which included a seminar event with key stakeholders to develop an even better understanding of the issues, followed by a thematic review to ensure that the way victims are supported is fit for purpose.

The Ministry of Justice has decided that responsibility for a range of Victim Services will be devolved to Police and Crime Commissioners. Giving adequate support to victims is a long-standing interest to me personally. As a magistrate in Cardiff 40 years ago I was involved in the establishment of the city's Victim Support group - only the second such group to be set up. So I am pleased to be one of the three Commissioners currently working with the Ministry of Justice and Victim Support on the way that this will be integrated into our work over the next 18 months.

The four Welsh Commissioners are working towards a well-designed and consistent service across Wales. There will be serious challenges in connecting local services with ones that are being retained by the Ministry of Justice. They are taking a high risk approach by separating services for witnesses from services to victims. The victim frequently becomes a witness but is still a victim - too often having been further damaged – when the court process has ended. I will do my best to reconnect these services locally in the interests of victims, but I believe that this fragmentation is a mistake on the part of Ministers.

I have recently been visiting every one of the seven local authorities across South Wales, to meet each of the Political Groups of Councillors in addition to my regular quarterly meetings with the Leader and Chief Executive of each Council. I am pleased to say that these sessions have proved enormously helpful and encouraging, raising local and organisational issues but demonstrating above all else the benefit of close working between local councillors and community groups with the local neighbourhood police team (with particular praise for initiative shown by Community Support Officers and generally excellent understanding of the work of the police).

To demonstrate my commitment to partnership working, I have agreed to use my Partnership Fund to create the role of partnership analyst/co-ordinator. Whilst this role will be responsible to me, I consider it to be a partnership "asset" who will work with partner organisations as well as the Chief Constable's team, to support and assist with the co-ordination of partnership activity, locally and across South Wales. This will promote the sharing of best practice, and identify opportunities for plans and priorities to complement each other.

I have also funded a secondment from the Health Service with a clinical background who has extensive experience at policy and operational levels, to work with health boards to develop an understanding of the level of violent crime and domestic abuse across South Wales. The addition of this NHS expertise will help develop the evidence-based approach that will enhance the understanding on which resources can be better used to focus on specific issues, and provide

headroom for A&E and other parts of the NHS as well as for the police and other partners. Such an approach should enable us all to deal with more priorities, more effectively, even when the pressure is on.

These new roles are examples of where I believe I can add value across the partnership landscape and assist in promoting an evidence-based methodology, which will allow us to identify the areas we can address together to provide an effective joined-up approach.

## **Criminal Justice**

I am pleased that one area in which we have some additional resources is in restorative justice which now has strong support from the Ministry of Justice. Members of my team are working with a number of interested organisations across South Wales to try to develop a strong and consistent pattern of victim-focussed restorative justice over the coming months. There are developments in a number of agencies, including the Crown Court in Cardiff and the Probation Service, and as ever we have a great deal to gain from working together on these developments.

Initially, Police and Crime Commissioners were discouraged from developing a link to local magistrates until guidelines would be provided. This was disappointing because the collective experience of local magistrates can be of enormous value in understanding the local problems that lead to court appearances. I am pleased to say that those initial issues have been resolved and I was pleased to be the guest speaker at the AGM of the Wales Magistrates Association, which was a lively and engaged event. In the coming year I hope that I will be able to draw on the knowledge and wisdom of the local Benches across South Wales.

Another crucial example is intervention with young people. The belief that it is possible to “nip things in the bud” has been tested through the Youth Offending Teams which have been successful in achieving a drastic cut in reoffending under the age of 18. A Flagship initiative for me over the past year has been the opportunity to extend the success and learning of Youth Offending Teams into the 18-25 year age group.

On my behalf, my Assistant Police and Crime Commissioner, Dave Francis, has worked with police chief officers and partners in Bridgend to develop a pilot initiative for the 18-25 age group aimed at preventing reoffending and offering hope and opportunities for young people. I am indebted to Bridgend County Borough Council and their partners for their commitment to this initiative. This pilot has been already been recognised as good practice and has attracted interest from other local authority areas, who are working with us to develop additional pilots.

Taking a new initiative is tough at a time of cuts, but the benefit could be the creation of headroom for several agencies – including the police and local authorities as well as Probation and the courts – by reducing demand. It may prove to be a case of “invest to save”. And indeed there is considerable overlap with the priority of several local authorities to reach out to NEETs (those Not in Employment, Education or Training) and to those who have complex needs, involving a call on several agencies, as they make the transition from youth to adulthood. This is a key part of the preventative agenda and I aim to promote a collective approach to address the needs of these young people to help strengthen understanding and relationships between agencies.

## Development

I greatly value the opportunities I have to meet local groups - of elderly people, of young people, through Neighbourhood Watch or through local churches and mosques or temples and a wide variety of neighbourhood groups. But this can only be a “snapshot” of the 1.3million people served by South Wales Police and to whom I am accountable. It would be ludicrous to attempt to duplicate local engagement through the small team that I have at my direct disposal. For that reason I am seeking to work and listen through the channels of the police service itself, whose neighbourhood teams and community support officers reach every village and street of our area, to understand local needs.

I am also listening to the public through the network of councillors that cover every part of South Wales, and through our incredible network of voluntary organisations, including Neighbourhood Watch and our Councils of Voluntary Action in each County. In addition, some work has been done to create a “Virtual Panel” to enable people from every part and every community to feed in their concerns and respond to specific areas of consultation from time to time. And the local Youth Councils have twice worked with us to enable me to discuss a range of issues with young people across South Wales. This is “work in progress” and that work will continue in the coming year.

We are also developing our mechanisms for engaging and consulting with partners and the public on practical issues where intervention can improve the quality of life for people and reduce calls on police time. Examples include the several seminar and roundtable events we have held on

- internet crime,
- violence against women and girls,
- young people and the impact of internet bullying, and
- working closer with Registered Social Landlords.

More of these events will be held throughout 2014/15.

These seminars have the common aim of engaging with key stakeholders and service users to see how we can work together better to understand and address common issues. This is supported by the extensive consultation undertaken by South Wales Police with victims of crime and the neighbourhood surveys they have carried out.

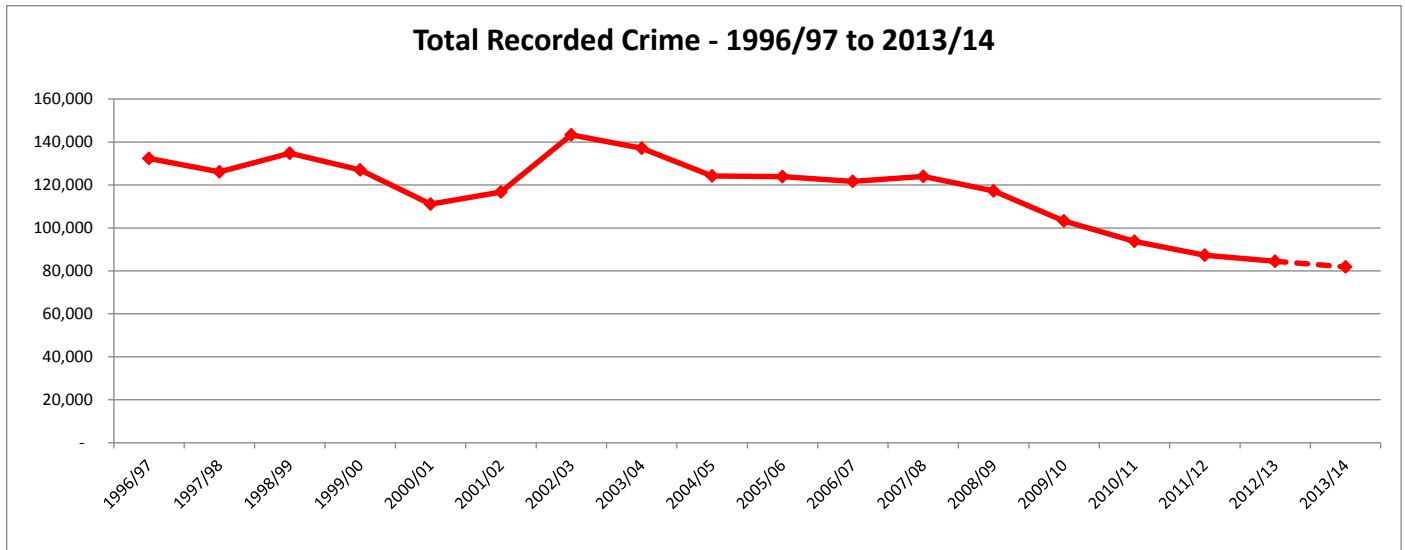
These are only brief descriptions of important examples of the progress being made in delivering my priorities and further detail can be obtained by e-mailing me or writing to me. I want to stress that while the requirement to set out my priorities in the Police and Crime Plan means that I have to take a leading role in strategic partnership working, this is only possible because of enormous commitment by the members of my small support team and the vigorous engagement of the Chief Constable’s team both at a strategic level and throughout the basic Command Units across South Wales.

I am struck by the confident relationships between operational police officers and partners, whether at a local authority level or more locally, whether in tackling difficult issues strategically or in day-to-day work on the streets of our towns and cities. None of this should be taken for granted, and my aim is to support and add value to that work.

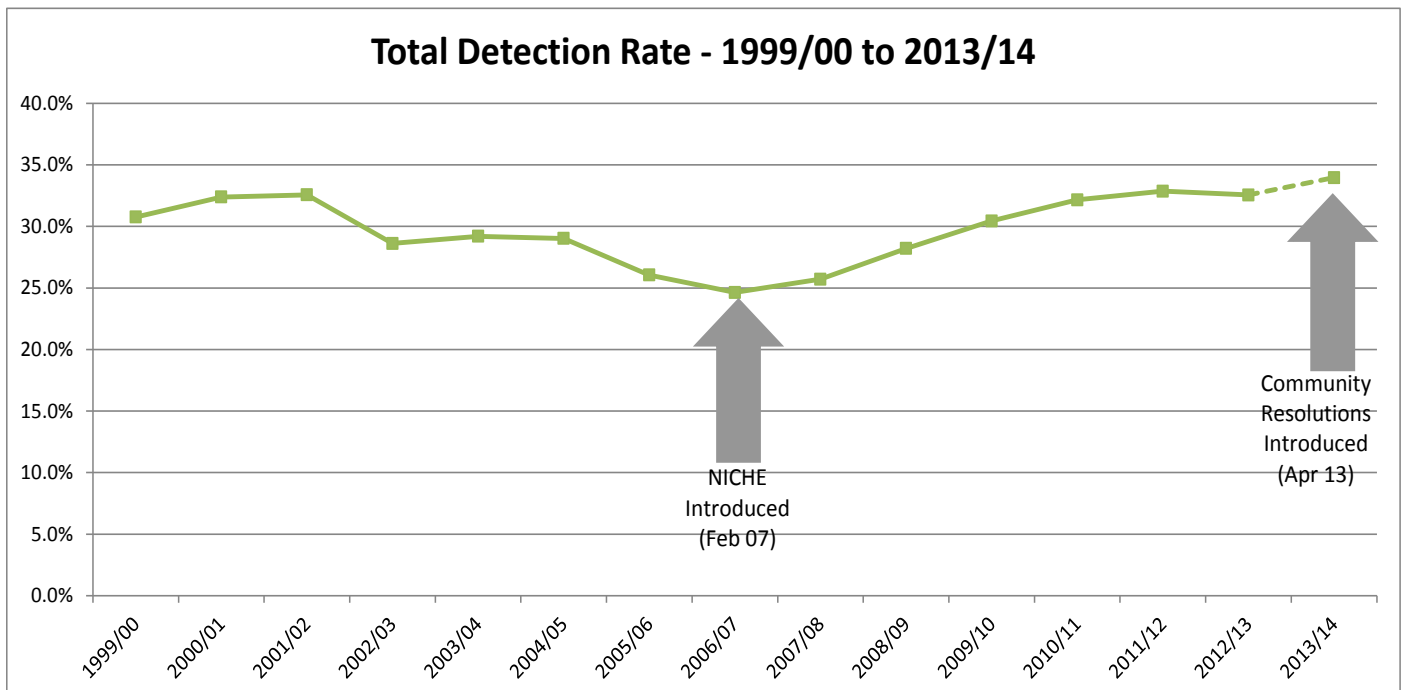
I would like to take this opportunity to thank partner agencies and other stakeholders for their assistance this year and hope that the goodwill we have established continues in the future. I would also like to thank my leadership team for their efforts

## Performance

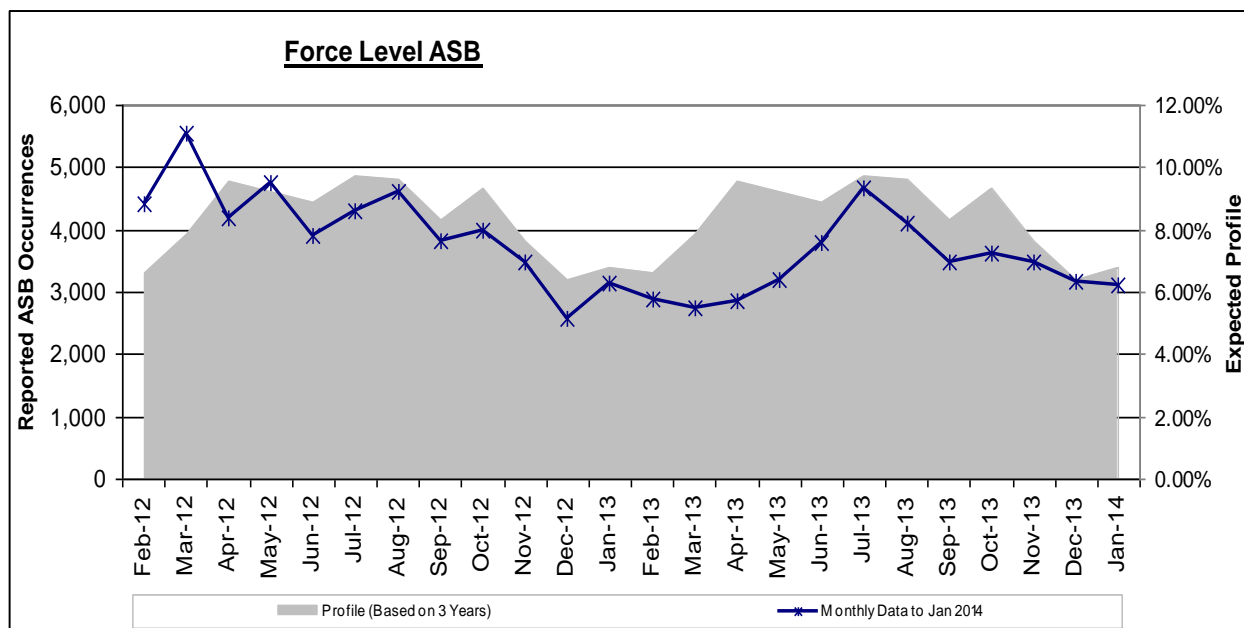
Recorded crime levels in the South Wales area are at their lowest since 1983 and crime figures for April 2013 to January 2014 show that the communities of South Wales continue to remain safe with a further reduction in recorded crime, compared to previous years.



In 2013/14 the national focus moved from detections to crime outcomes and this is reflected in the chart below.

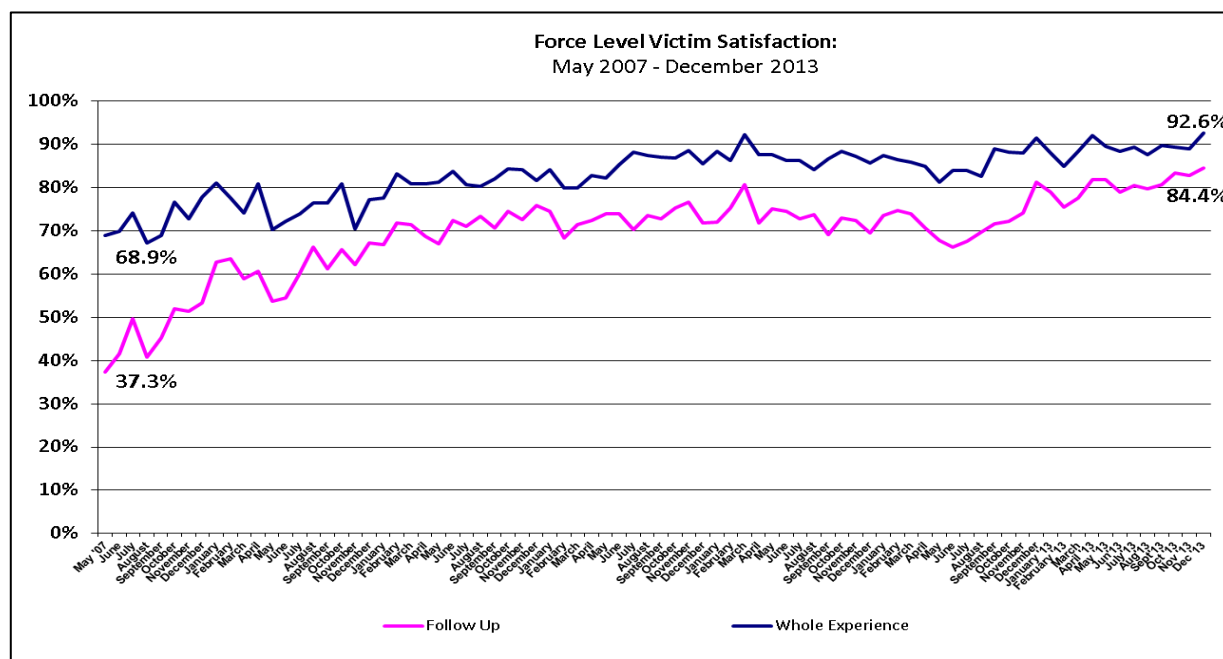


Positive steps continue to be made in relation to dealing with the disruption caused to our communities by Anti-Social Behaviour and for 12 months ending January 2014 the Force saw a 16% reduction in Anti-Social Behaviour incidents.



The Force has continued to increase the proportion number of crimes that have positive outcomes for the victims and victim satisfaction levels are the highest that South Wales Police has ever seen, placing them in the top 10 forces in areas such as satisfaction with the whole experience of being dealt with by South Wales Police (9<sup>th</sup>), the Treatment received by victims (10<sup>th</sup>) and Racist Incident whole experience satisfaction (7<sup>th</sup>).

The follow-up contact provided to victims following the report of a crime has proven to have a huge impact on their overall sense of satisfaction and the following chart outlines the significant improvements over the past 7 years.



The Chief Constable continues to champion the needs of victims and innovative new approaches are used by the Force to deliver sustainable improvements in the way in which services are delivered for them. This is done through the identification and subsequent focus on the elements of service delivery that are most important to victims.

As we approach 2014/15, the Chief Constable and I are acutely aware that the financial challenges faced by the police, partner agencies and the public could have a detrimental impact on these figures and we are will be working ever harder to prevent that happening.

From 1<sup>st</sup> April 2014 the Home Office will be shifting the focus from detections and community resolutions to variety wider range of outcomes that are possible with crimes. These include:

- Prosecution not in the public interest
- Prosecution prevented as although a named suspect is identified they are below the age of criminal responsibility
- Named suspect identified but victim does not support police action
- Investigation complete – case closed pending further investigative opportunities becoming available.

These changes will be reflected in our joint performance monitoring framework.

As part of our joint approach, over the coming year, we will also undertake a systematic review of existing targets and outcomes to ensure they remain appropriate. We will do this in a transparent way, involving partners and key stakeholders.

A programme of thematic reviews looking at different areas of policing has already begun. These reviews act as a mechanism for scrutiny and will involve practitioners and subject experts to provide a 'critical friend' view. Central to this work will be the experience of victims and how we can improve the support they receive.

The Violence Against Women and Girls review began in July 2013 in consultation with partner agencies. The main outcomes from this review were:

- To increase the reporting of 'violence against women and girls' by ensuring that all individuals and partner agencies feel confident to report
- To reduce the number of repeat victims of 'violence against women and girls' by earlier identification and effective intervention
- For women and girls who have experienced 'violence against women and girls' to have a more positive criminal justice outcome
- For women and girls to have a voice in how South Wales Police responds to gender-based violence
- To improve South Wales Police's understanding and response to victims in relation to 'hidden' violence against women and girl issues i.e. Honour-Based Violence, Forced Marriage and Female Genital Mutilation.

Partnership working and information sharing will underpin the success of all of these outcomes. Therefore work with relevant agencies will be an overarching priority in order to progress the work.

The programme of thematic reviews will continue over the coming year, examining areas such as:

- anti-social behaviour
- equality and diversity
- hate crime.

In support of our work, the Chief Constable and I have recently been successful in receiving Home Office Innovation Funding for four initiatives:

- Project Fusion, which will allow the Force to have a single picture of police resources and demand at any moment in time with officers and staff having the information and systems at point of need.
- Reducing offending & re-offending amongst 18-25 years olds, in partnership with others, building on the pilot scheme in Bridgend to build a forcewide model.
- Tackling violence against women and girls, to support the outcomes from the recent thematic review.
- Tackling violent crime including domestic abuse and sexual violence by building on previous work undertaken in Cardiff to build a forcewide approach in partnership with health, local authorities and other partner agencies.

# Police and Crime Priorities – Continuing the journey

There is a fundamental principle underpinning my priorities:

**'To be tough on crime and the causes of crime, tackling and preventing crime by promoting an evidence-based, partnership approach to identify "what works" and how I can add value.'**

Complementing this is the overarching aim of the nine principles of Sir Robert Peel when he set up the first policing service, and these principles of involving the public in the prevention of crime are as important today as they were then. I particularly want us to keep in mind two of those nine principles:

- The public are the police and the police are the public (in other words, to be able to police an area effectively there must be mutual confidence and a close sense of identity between the community that is policed and the police who serve the area)
- The first priority of the police is to cut crime (or to put it another way, the evidence of police success is the absence of crime rather than the presence of activity)

However, I feel there is one principle missing which is equally as important:

**'We must understand the real levels of crime, not just what is reported, and share this knowledge with the public to reduce the fear of crime.'**

This approach was at the heart of the initial version of the Police and Crime Reduction Plan and will remain so for the next iteration. I have mentioned the challenging timescales we faced in completing the plan and setting the budget last year. Given the lateness of the Government's announcement of the Police Grant for 2014-2015, the financial timetable remains tight this year, but as regards priorities for action I have had the opportunity to reflect over the last year, as well as a year's experience in working closely with Peter Vaughan and his team. So I can now outline my proposals for the next version of the Police and Crime Reduction Plan and the way forward.

It was clear that the number of priorities caused some confusion to some partners. Although they were the right priorities for addressing the concerns of communities within South Wales, they did not provide a clear explanation of responsibility and accountability for delivery, or my expectations of the timescales over which that delivery would take.

As a result I have changed my approach by dividing the priorities into four specific areas to reflect the different responsibilities I have under the 2011 Police Reform and Social Responsibility Act, and the governance frameworks under which delivery will be monitored. These four areas will be Policing, Partnership, Criminal Justice and Development. This will provide more clarity for all agencies regarding ownership of delivery, a better understanding of the outcomes I am seeking to achieve, and a clear indication of where partnership working can be more effective.

## The way forward

The next year is a critical phase in the development and implementation of my priorities, and I am keen for our communities to see how the initiatives we have started are beginning to make a difference, with the intention that this will influence the public perception of crime.

In addition, I intend to increase the focus and attention given to several specific themes that are at the core of many problems that exist within our communities. The diagram below outlines the new “segmented” approach and following that is an explanation of each “segment” and how we will continue to develop our work in each area.



## Working with the Police

A key formal responsibility is to hold the Chief Constable to account for the performance of South Wales Police and, specifically, delivery on the priorities contained in this section.

I am fortunate that I have been able to develop an excellent relationship with the Chief Constable, to the extent that the approach to performance and planning is now undertaken jointly by both leadership teams. This allows a more mature approach to understanding the real issues behind the figures and addressing performance related issues.



This involves working with the Chief Constable to reinforce his vision for South Wales Police “to be the best at understanding and responding to our communities’ needs”, providing the ability for the public to contact the police and promoting the positive messages that South Wales is safe.

We are also both strongly committed to equality of opportunity and to improving the diversity of our employees – police officers, community support officers and police staff – to reflect the communities we serve. As Sir Robert Peel said “the Police are the Public and the Public are the Police”. If there is no sense of identity of the police and the communities they serve, there is a real risk to effective policing. I know, from both his words and actions, that the Chief Constable is fully committed to having a workforce that properly reflects the communities that South Wales Police serves and we will work together tirelessly to achieve this goal.

The Force has already made great strides in gender equality in terms of recruitment and operationally there has been a 7.4% increase in the proportion of female officers employed between March 2009 and December 2013. Women continue to be well represented across the Force with over 50% of police staff within the organisation. Whilst acknowledging this good progress, and accepting that a better balance will take some years to achieve, we need to encourage the progression of female officers and the recruitment, retention and progression of black and minority ethnic officers and staff. I shall work closely with the Chief Constable to ensure any gaps are closed as quickly as possible.

We will pursue this through an in-depth workforce review including amongst many other things, a focus on recruitment, retention and development of personnel. Building on the equality impact assessment work begun in 2010, this extensive review will look at the opportunities for increasing representation and meeting the challenges driven by the rapidly changing economic, technological and financial environments in which we now operate. It will reflect the realities of the public service environment for the foreseeable future, with a reduced workforce, with a focus on efficiency and value for money from each individual. Equality and diversity will be embedded within this work.

## Priorities:

- **Crime Reduction and Prevention**
- **Making it easier for the public to communicate with the police**
- **Making the public feel safer**

## Focused activity for 2014/15:

- Work with the Chief Constable **to make sure our communication and engagement is effective**. The public's perception of the level of crime within their own neighbourhoods often fails to reflect the reality. We shall concentrate on engaging with the public, using the most modern approaches, sharing accurate information and explaining what that means
- Maintain a watching brief over the important areas outlined in the **strategic policing requirement**, which reminds us that criminals are now operating on a wider, more complex basis and we need to be aware and ready to counter these threats in order to keep our communities safe. South Wales Police have always maintained a leading position in Wales in this area, due to the assets and capabilities that exist within the Force, and have made a significant contribution in recent months in Northern Ireland and elsewhere, as well as in London for major events like the Olympics and the riots in 2011. I strongly support the Chief Constable's commitment to maintaining that sort of contribution, as well as being alert to the pressures of counter terrorism and serious organised crime, which are felt by South Wales Police more than other Welsh forces, due to its size, population and position.
- Ask the Chief Constable to identify opportunities for **collaborative working**. South Wales Police is already a leading exponent of developing collaborative relationships with other forces, such as legal services and firearms training, and whilst there have already been collaborative initiatives with other partners, such as sharing fleet maintenance facilities with Bridgend Council, I am keen to see this expand and to encourage opportunities with other authorities, agencies and sectors to ensure we are delivering value for money.
- Support the Chief Constable's wish to improve the Force's use of **IT and information** systems. Her Majesty's Inspector of Constabulary already regards South Wales Police as a beacon force in this area and I want to ensure that the momentum is maintained.
- Work with the Chief Constable to ensure **access to police** meets the needs of communities, especially by using technology to better respond to the needs of the public and communities.
- Review of **workforce diversity**, particularly focussing on recruitment of BME staff and officers, and retention and progression of female staff and officers.

# Working with Partners

We are living in times of financial challenge. I believe that it is better to face these challenges together by using resources in a more creative and innovative way.

I am committed to making things better through co-operation based on a collective understanding of need, a common language and common outcomes.

I am also keen to work with partners to deliver better services, irrespective of what our statutory responsibilities are, because that is the right thing to do for the vulnerable in our communities.

To achieve this I will seek to work with you to support our communities in the right way by better understanding their issues and the services they require. I will make forums such as Safer South Wales more robust in providing an opportunity for “peer challenge” to identify what works, promoting the sharing of best practice and identifying common goals.

We want to ensure that we have the best possible arrangements in place, both internally and externally, to protect the most vulnerable members of our communities, children in particular. We will be focussing attention on vulnerable missing persons, and especially children, on child sexual exploitation and on-line child abuse, as well as children who are living with domestic abuse.

Underpinning this will be the need for improved mechanisms for sharing information, which is crucial in providing more effective partnership working. I will be seeking partner support in promoting a “dare to share” approach across South Wales as a cornerstone of evidence-based partnership, which will assist all of us in delivering more with less.

## Priorities:

- Strong, swift response to anti-social behaviour
- Putting victims at the heart of our work
- Tackling violence against women and girls
- Working with partners on violence and the causes of crime
- Road Safety
- Fairness, equality, diversity and poverty

## Focused activity for 2014/15:

- **Supporting victims** will form a key part of my overall strategy and act as a thread throughout all priority areas. During the coming year, Police and Crime Commissioners will start to become directly responsible for the commissioning of victim services and having already worked on a national level to ensure that there will be a smooth transition to the new system and I want to take a leading role in creating an all-Wales approach in providing a more effective support mechanism for all victims, whether it be victims of crime or anti-social behaviour. This will be achieved by undertaking a review of the current support and referral mechanisms with partners, practitioners and subject matter experts to identify areas for improvement and provide an evidence-base to inform the commissioning process

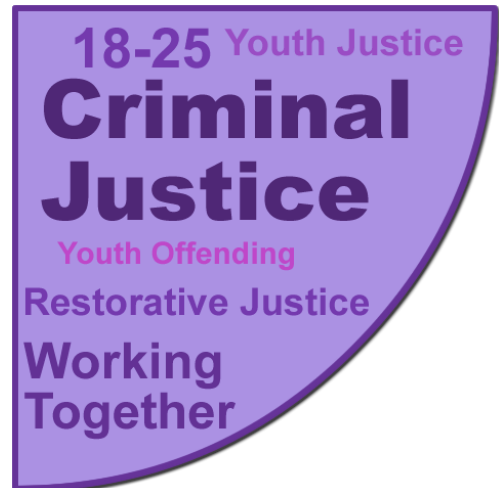


- Thematic reviews on **anti-social behaviour** and **hate crime**
- Roll out **Community Speedwatch** initiative
- **Continue to progress violence reduction work** and work with partners in health to accurately identify the extent and **nature of violence** in South Wales and to identify further opportunities for intervention. This will be a key element in providing the evidence-based approach to identifying key drivers, such as substance misuse, and developing a joint approach to tackling this issue.
- There have been some significant developments in the area **of violence against women and girls**, and this will continue to gain momentum over the next year with increasing links with partner agencies and Welsh Government. Also linked to this is the strengthening of links with the three NHS Health Boards in order to promote earlier identification and intervention of domestic abuse, as well as looking at preventative work with young people and with perpetrators.
- Another key theme will be **working with voluntary agencies**, including Neighbourhood Watch and the Community Voluntary Action councils in each of the 7 partnership areas, to see how communities can help themselves in the process of resolving local issues through local action. This will also be assisted through the promotion of restorative justice techniques to provide communities with evidence of the criminal justice system working for victims and communities as well as expanding the role of volunteers and the third sector in supporting the police, communities and individuals.
- Reviewing support services available for **children** who have been **victims of crime and domestic abuse** and working to improve **safety of children** through education on on-line safety and healthy relationships

# Working with the Criminal Justice System

The criminal justice system and its agencies have provided me with a steep learning curve over the last 12 months, but form a key element in crime reduction and prevention. I have been encouraged by the welcome I have been given by all the agencies who have helped me to improve my understanding of the connections within the criminal justice sector.

As a result I have reviewed the priorities within this area to provide better clarity and understanding of roles and responsibilities, with an emphasis on reducing reoffending, improving services for victims through better access to restorative justice opportunities and improving the prospects for young people.



## Priorities:

- **A more effective criminal justice system**
  - **Restorative Justice**
  - **Better collaboration and use of meeting time**
- **Youth Justice opportunities**
  - **Preventing youth offending and reoffending**
  - **Providing opportunities for 18-25 age group**

## Focused activity for 2014/15:

- **Mental health**, and the way individuals with mental health problems enter the criminal justice system, is an issue that has an impact for all agencies and I will be working with partners to develop a better understanding of this area. What has become clear is that only in the most exceptional cases should a police cell be the appropriate place to detain people with mental health problems. We must find more suitable, dignified, alternatives. Too often police cells turn out to be the only immediate available accommodation, so I have agreed to fund a joint project between South Wales Police and Cardiff and Vale University Health Board, aimed at mapping existing services and identifying opportunities for earlier interventions intended to prevent inappropriate entry to the Criminal Justice System. Dave Francis will be helping to embed this work and extend it to other Trusts in South Wales.
- Continue working with partners within the Criminal Justice system to map out **restorative justice** initiatives, to ensure that there is a coherent and consistent approach with a clear focus on victims. In addition I will work with partners to establish a restorative justice training centre to develop a restorative approach across South Wales
- Accelerate the work on developing opportunities for the 18-25 age group, ensuring that the 18-25 pilot is assessed and work with partner agencies to implement findings across the force area
- Securing a sustainable model for commissioning the **Drug Intervention Programme** with partners

- We intend to work with the Crown Prosecution Service to increase the impact and effectiveness of the **seizure of assets** from those who commit crime. This is right in principle but also has considerable potential to help in disrupting criminal activity. It is particularly important when seeking to tackle organised crime and reducing the attractiveness of criminal activity to risk-takers. We intend to build on past successes and will seek to persuade Ministers that allowing a greater proportion of such assets to remain with the police locally would be cost-effective in meeting the Government's aims while providing us with flexibility in a time of financial constraints.

## Work in Development

I am very fortunate to have inherited the work of the Universities' Police Science Institute, and in the past year we have involved Swansea University in addition to Cardiff University and the University of South Wales in order to provide a true regional approach.

This has provided access to a broader range of academic disciplines and helps to cement the evidenced-based approach which promotes understanding and provides a focus on the key issues within our communities.

I will use this expertise to provide a better understanding where required, such as the specific needs of older people, and the most effective way of ensuring people are safe online, and as a mechanism for challenging existing processes to ensure the services provided are fit for purpose.



### Priorities:

- Understanding and addressing the needs of older people
- Online Safety

### Focused activity for 2014/15:

- Roundtable event with partners to understand the **needs of older people**
- Develop a partnership approach to **raise awareness of internet safety and local work to tackle what I have described as “online street crime”**
- Work with the **College of Policing** to build on our action research approach to policing and crime reduction, which is already attracting considerable interest.
- Work with academic partners to deliver a programme of research which will **challenge current practices and behaviours.**
- Use “hotspot” analysis as the basis for **evidence-based** dialogue with each local authority and other partners

# Governance

Over the last year we have developed a clear governance structure, which has provided an opportunity for my leadership team and that of South Wales Police to meet and discuss important issues and plan the strategic future of the organisation.

A key element of this has been the opportunity to clarify the way our two “Corporations Sole” – the Commissioner and the Chief Constable - can work together and not be bogged down by complex structures, bureaucracy or empire building. It is a unique situation which requires explanation. It is theoretically complex but we have tried to work through it to create a clear, simple solution. The 2011 Police Reform Act which established the role of the Police and Crime Commissioner also changed the whole structure of policing governance and relative roles. Instead of a Police Authority as the “owner” of the Police Force, the 2011 Act defines two individuals – the Commissioner and the Chief Constable – as a “Corporation Sole”. This interesting arrangement is unique, and requires careful understanding and interpretation.

As I see it, this means that we have a single body or entity, South Wales Police, which has within it the two “Corporations Sole” each with their own authorities and responsibilities. Some aspects of their respective responsibilities are clear in law – for example, the Commissioner has a duty to produce the Police and Crime Plan and the Budget, and “owns” the police estate while the Chief Constable has operational direction of all police officers. However a great deal is not defined in law and depends on the relationship - and both formal and informal agreements - between the two “corporations sole”.

This has led to some complex challenges, for instance the “Stage 2 Transfer” process through which one or other of the “corporations sole” has to be the employer for each member of staff. Complex choices have been made by some Commissioners but my view – shared by the Chief Constable – is that what is important is not who is the formal employer, but real clarity about systems, responsibilities and accountabilities. So the Chief Constable and I decided to try to define the principles on which we would operate, and our teams worked together on the detail of a “Hallmarks Document”.

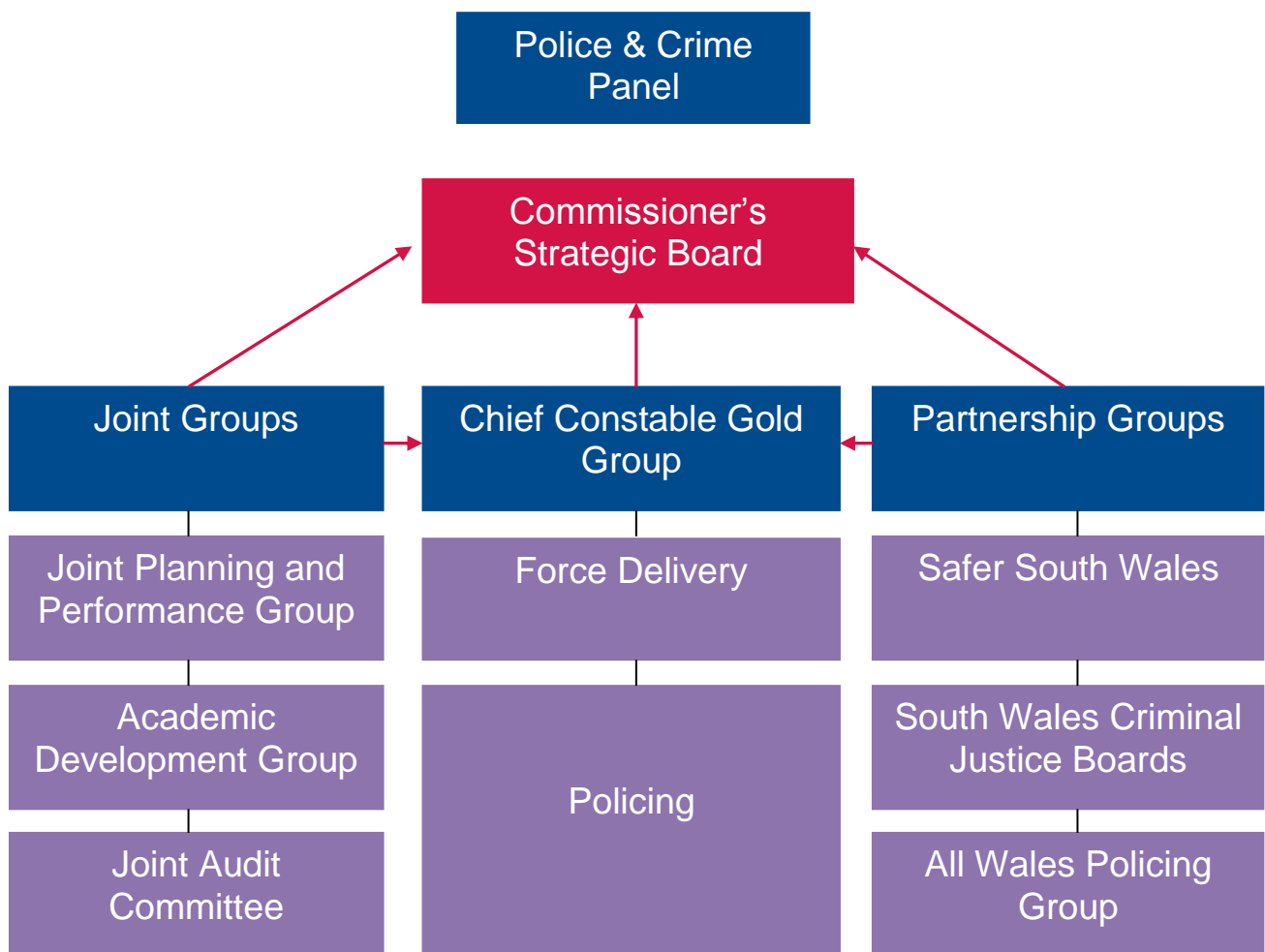
The “Hallmarks Document” agreed by myself and the Chief Constable describes the mutual respect and trust that underpins our relationship. It sets out clear, agreed, key principles and our understanding of our joint responsibility to deliver services to reduce crime, protect the public and deliver an effective policing service while also meeting our respective and joint statutory responsibilities. It recognises that the Chief Constable has operational direction and control of all police officers and operational staff while requiring all staff to provide appropriate services and support to each corporation sole in fulfilling their roles.

Forums such as Safer South Wales, the South Wales Criminal Justice Board – and indeed the All Wales Criminal Justice Board - will be used to drive and monitor the delivery of partnership and criminal justice priorities. In these I will challenge partners to deliver more effective services, as well as expecting to be challenged on my role and how I can add value. I shall seek out ways in which I can better support partners to help them deliver. I am confident that the positive engagement that has developed thus far can be maintained. For example I firmly believe that the Magistrates have a significant role to play as a system of local justice and I wish to continue to develop this relationship across South Wales, in order to use their experiences to help make our communities safer.

The above forums will also be a key element in monitoring the progress of those initiatives I will support through the Community Safety Fund, and will act as a mechanism for reporting and monitoring progress to ensure value for money.

Policing priorities will be subject to the governance structures described earlier, and I will hold the Chief Constable to account through my monthly Strategic Board. The partnership and policing governance structures will then form a basis for my reporting to the Police and Crime Panel, forming an effective monitoring framework which provides clarity and accountability

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



In addition, I have established an Academic Board which leads the work of the Universities Police Science Institute. With academic leadership from Cardiff University by Professor Martin Innes, it also involves academics from the University of South Wales (previously the University of Glamorgan) and Swansea University. This is already strengthening the existing relationships between my team, police leaders and our academic partners. It is broadening our reach and providing access to greater depth of academic knowledge.

This will be invaluable in further developing the basis for the evidence-based approach which will underpin our crime reduction activity and we will also be seeking to collaborate with the other Welsh police forces and with other academic institutions

These groups have been established to provide me with the necessary support and information I need to allow the Police and Crime Panel to effectively scrutinise me on the delivery of my priorities. I have welcomed this scrutiny and have encouraged the Panel to challenge me to prove the effectiveness of my approach, as well as extending an invitation to the Panel to work with me to focus on the greatest needs of the communities within South Wales. While the panel's role is primarily to scrutinise my work, the Chief Constable and members of his team have readily joined us to discuss practical and strategic issues and this has added considerably to the value of those discussions and assisted the members of the Panel in their work.

This pattern of meetings has a focus on getting things done, but is also designed to deliver a robust governance process, allowing me to hold the Chief Constable to account and the Police and Crime Panel to hold me to account. Good relationships are enabling us to be constructive and creative. To provide further reassurance and transparency the Chief Constable and I have established a Joint Audit Committee, which provides an independent overview of our governance and finance arrangements.

In my wider remit, I have sought to work with partners to strengthen forums such as Safer South Wales, which includes representatives from the widest possible range of relevant organisations across South Wales, and the South Wales Criminal Justice Board, which brings together local bodies in the Criminal Justice System to provide mechanisms for sharing best practice and providing a more focussed approach to supporting communities. I will seek to maintain this focus, especially at a time when we need to deliver more effective services to communities with reduced resources, and have had discussions with partners to reduce and merge meetings or hold them back to back.

Additionally, I have agreed with the Wales Commissioner of the Independent Police Complaints Commission to hold quarterly meetings, and for an annual Key Stakeholder Forum to be held, jointly sponsored by myself, the IPCC and the Chief Constable.

The "open session" minutes of all these meetings will be published on my website.

# Finance

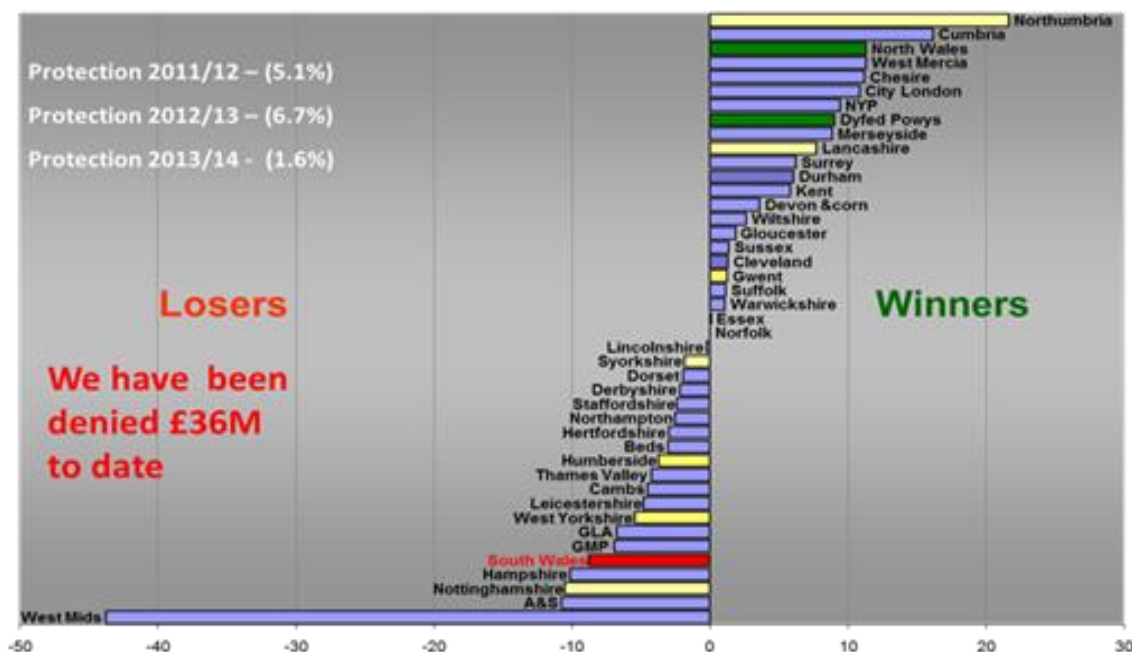
It is my strong belief that the resources available to any organisation have to be deployed to meet its key strategic aims, rather than allowing the strategic direction of the organisation to be determined by the availability of cash and other resources.

Reduction in crime is more important than ever as the Government's austerity drive reduces the resources available for detection and prosecution. This Plan is the key to achieving that reduction in South Wales. The strategic aims set out in this document will be achieved if all aspects of our work are well aligned across the Police Force and our partners, including local government, the health service and the third sector.

When I took office as Police and Crime Commissioner in 2011, I knew that the finances would be tight and likely to remain tight for the foreseeable future. The 2010 Comprehensive Spending Review has had a significant impact on police finances with a cut of 20% over 3 years, and this has been continued by the 2013 Spending Round, which is projecting a further 10% cash reduction over the next two years. I have said consistently that the Government's decisions set out in the Spending Review led to reductions in money and people that have gone too deep, that come too fast and that the current Government approach to public services is inhibiting economic recovery rather than stimulating it.

On taking stock in my new role I was shocked to find how far we have been disadvantaged compared to other forces. **South Wales Police is currently denied its full allocation of money according to the Government's formula.** This formula is the best current measure of relative need and attempts to reflect the challenges for policing and the resources required.

**If the funding formula was applied consistently, we would receive an additional £9million per year.** Home Office decisions to protect those police forces whose formula allocation is below a minimum national level have been enormously damaging to South Wales, as shown below:



On top of this, South Wales Police does not receive any additional funding for policing the capital city of Cardiff, whereas the demand resulting from “capital city” issues is clear and measurable.

The Initial projections over the Comprehensive Spending Review period indicated a net budget gap of £47m by the end of 2014/15. The current position reflecting the latest funding and expenditure requirements shows a resource gap of £48m by the end of 2014/15. Similarly the Value for Money Plan will have delivered Cash Releasing efficiency savings of £26m by the end of 2013/14, which when combined with the precept strategy of £12m over the same period has enabled £38m of the £48m gap to be addressed to date. A further £10m is now required to be addressed in respect of 2014/15.

Plans are in place to address this £10M gap. This includes a continuation of my precept strategy, set out below, and a rigorous value for money plan, which has identified in excess of £5m savings for the 2014/15 financial year.,

One area where I have some discretion is the level of police precept, which is linked to council tax. While 65% of the police income comes from Central Government, the remaining 35% is provided through the police precept on council tax. For 2014-15, I set this at £190.34 for a Band D household. This is the lowest level in Wales, by a considerable margin:

#### **Welsh Police Forces – Comparison of Precepts**

	<b><u>Council Tax Increase</u></b> <b><u>2014/15</u></b>	<b><u>Band D Council Tax</u></b> <b><u>2014/15</u></b>
	<b>%</b>	<b>£</b>
South Wales	5.00	£190.34
Gwent	2.66	£203.50
Dyfed Powys	2.10	£210.60
North Wales	2.00	£227.61

Each 1% on council tax in South Wales raises approximately £850,000. This is equivalent to 17 police officers or 28 police community support officers. The level of Council Tax can have a profound impact on our ability to deal with crime and the causes of crime in South Wales.

We are in a better position than forces in England regarding community safety at the most local level, because Welsh Government provides the funds for an additional 206 Community Support Officers.

With all these factors in mind, it is my responsibility:

- to act responsibly and effectively to protect and maintain a high quality police service in South Wales
- to make sure that the budget allows us to continue the downward pressure on crime and disorder even in such difficult times
- to keep faith with our partners, especially in Welsh Government and Local Government, and with the public who place high value on the local service they receive locally from the police.

# Consultation

The Chief Constable and I have agreed to develop a single system of engagement and communication. It is important to understand that the former Police Authority was a separate organisation in many respects and held the Force to account through a formal structure of committees and reports.

I see the role of Commissioner primarily in terms of adding value, promoting joint working to cut crime and enhancing – with the Chief Constable – a robust evidence-based approach to policy-making and delivery of crime reduction as well as to the operational role of the police. As mentioned earlier there is only one body or organisation – South Wales Police – which includes within itself the two “corporations sole” and all our staff, whether police officers or police staff or members of my support team. So why have two separate websites or newsletters or systems of consultation and engagement?

We will move over time to a single website which provides all information about the Chief Constable and the Commissioner as well as everything about the South Wales Police from the Police & Crime Plan to the Force Delivery Plan or crime figures and consultations which will help to inform both of us.

We are also both committed to encouraging the use of clear, simple language. As an almost symbolic decision, I asked everyone in South Wales not to use the initials “PCC” when referring to the Commissioner, as those initials mean nothing to members of the public. If that is a small but important gesture, what is a significant development is the initiative within the Legal Services Department to develop a “Plain English” policy and to promote simple language. Over time I hope that approach will be promoted everywhere within South Wales Police.

## Contact me:

If you would like more information on the work of the Police and Crime Commissioner, you can contact me in the following ways:

- Online: [www.southwalescommissioner.org.uk](http://www.southwalescommissioner.org.uk)
- Telephone: 01656 869366
- Email: [commissioner@south-wales.pnn.police.uk](mailto:commissioner@south-wales.pnn.police.uk)
- Write to: Police and Crime Commissioner for South Wales  
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