

Police and Crime Reduction Plan

2015-2018



Welcome

The Police and Crime Reduction Plan 2015-2018 sets out my priorities for making South Wales safe and outlines our vision of an efficient criminal justice system in which we work together to cut crime and benefit our local communities.

The election of Police and Crime Commissioners at the end of 2012 was a major change in governance and local accountability of the police, creating a single structure with two corporations sole (the Commissioner and the Chief Constable).

As the very first Police and Crime Reduction Plan came into force in April 2013, we are now at the halfway point of this journey and we are able to clearly demonstrate our achievements to date as we embark on the next phase, building on the ambitions that were set out in the early version of the plan's development.

I am fortunate to work with Chief Constable Peter Vaughan who has seized the opportunity to work with me to create this shared vision and continues to build on the improvements he has delivered since his appointment.

Together we have provided a firm foundation for the coming years to deliver long-term, sustainable improvements despite the major challenges that arise from reduced finances.

A few of our achievements so far are set out in the next few pages and we are certain that by continuing to work together we can deliver an even safer South Wales.



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

As the Chief Constable for South Wales Police I am responsible for the operational delivery of the force, working closely with the Police and Crime Commissioner to achieve our mission of Keeping South Wales Safe. Both the Commissioner and I are delighted at the progress being made by South Wales Police, and we now have a reputation nationally as an organisation that listens and responds effectively to the needs of our communities, including victims of crime. South Wales Police has celebrated a number of recent successes, most notably the latest crime inspection by Her Majesty's Inspectorate of Constabulary, which concluded that we were "outstanding" in our effectiveness at tackling anti-social behaviour and the integrity of our crime recording processes. These areas are priorities for us and at the very heart of our quest to keep South Wales safe and be the best at understanding and responding to our communities' needs.

It is encouraging that despite the current backdrop of financial challenges our performance across all areas remains strong. As a result we are blessed with living and working in one of the safest areas in Wales and England, where the risk of becoming a victim of crime is low. Despite the successes I acknowledge there are many challenges ahead and the Police and Crime Reduction Plan forms the bedrock which will drive our response and ensure that we continue to deliver the very best service to our communities.



Peter Vaughan QPM
Chief Constable, South Wales Police

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Left to right: Deputy Chief Constable Matt Jukes,
Chief Constable Peter Vaughan QPM, Police and Crime
Commissioner for South Wales Rt Hon Alun Michael and
Deputy Police and Crime Commissioner for South Wales
Sophie Howe.



What we have achieved

Policing:

Inspectorate praises South Wales Police as outstanding

- In November 2014, Her Majesty's Inspectorate of the Constabulary (HMIC) published their first annual PEEL Assessment of all 43 forces in England and Wales assessing the effectiveness, efficiency and legitimacy of the police. HMIC found that South Wales Police is **good** at reducing crime and preventing offending, **good** at investigating offending and **outstanding** at tackling anti-social behaviour.
- HMIC also stated that South Wales Police has made excellent progress in responding to the spending review challenge, and is well placed to face future challenges, grading the force **good** for being efficient,

good for taking steps to ensure a secure financial position and **outstanding** for having an affordable way of policing.

South Wales sets international standard at NATO Summit

- The NATO Summit in 2014 required the largest policing operation South Wales Police has ever seen, working in partnership with Gwent Police to welcome world leaders from around the globe, as well as the world's media. The event proved very successful with many accolades being received on the nature and style of policing across the two force areas.

Telling like it is: A victim-led approach to recording crime

- The change to recording crime at source is an important shift in recording practice, providing a better understanding of the levels of recorded crime and a more transparent process to the public. The approach has been recognised by Her Majesty's Inspectorate

of the Constabulary as being one of the best in the country, with high degree of accuracy.

Investing in cutting edge technology

- Programme Fusion will allow South Wales Police, and its partners, to make the best use of the latest technology such as the use of mobile data through the development of integrated systems, building on the recognition by Her Majesty's Inspector of Constabulary that South Wales Police is a force that uses technology in a cutting edge manner to improve service delivery.

Communicating and engaging with local communities

- We have developed a single system of engagement and communication
- A communications team has been established to support development of our approach to listening, understanding and responding to our communities
- An integrated website has been developed
- We are delivering campaigns and communication activity to support priority areas

New custody suites are safer and more efficient

- The opening of the bridewell facilities in Merthyr and Bridgend join the existing facilities in Swansea and Cardiff in completing the move to make custody services more efficient, and provide state of the art facilities for police officers and staff across South Wales police area. These buildings are part of the overall strategy to make the estate efficient, effective and fit for purpose.



State of the art custody facilities across South Wales Police area

Partnership:

Putting victims first

- We have undertaken a victim mapping and consultation exercise to provide a coherent understanding of both the provision of victim services and the needs of victims within South Wales.
- We are supporting the establishment and development of a collaborative restorative pilot project to support families experiencing domestic abuse.
- We work alongside providers of victim services in order to identify common themes of work and to collectively plan for future delivery.

- Preparations are underway for the devolution of local commissioning responsibilities for victims to Police Commissioners this April.
- The force is in the top 10 for victim satisfaction, including ease of contact and treatment of victims.

Supporting victims and reducing reoffending through restorative approaches

- A mapping exercise has been undertaken to identify providers across South Wales as part of the ambition to create a set of consistent and coherent principles for the delivery of victim centred restorative justice, with a Restorative Justice Conference held in October 2014 to together bring local providers and share best practice.



Know the Score #DrinkLessEnjoyMore Campaign

A partnership approach to tackling Anti-social Behaviour:

- A multi-agency event was held to outline the approach to addressing anti-social behaviour within South Wales and to consult on the best way to develop a joined up and consistent approach to implementing the Community Trigger and Community Remedy.
- A Joint tender process is being developed with Integrated Offender Management to identify a suitable case management system to improve services to victims of anti-social behaviour and information sharing between agencies.
- We have supported more effective collaboration across South Wales through the establishment of a strategic board.
- We are implementing a pilot to standardise the risk assessment process for anti-social behaviour cases, improving victim satisfaction and reducing incidents of anti-social behaviour.

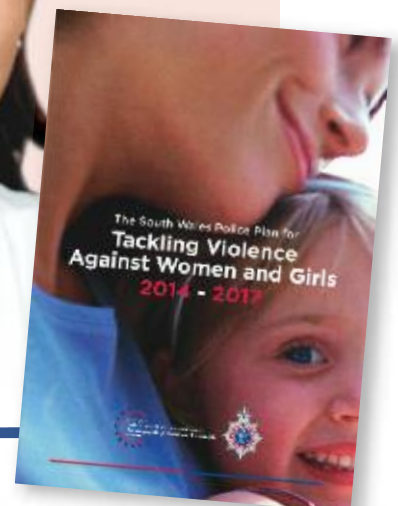
Reducing violent crime: making our towns and cities safer

- Assault data is being shared more effectively with all our Local Health Boards and the Ambulance Service.
- We are developing a collaborative approach with Public Health Wales to analyse and improve data.
- The establishment of the multi-agency “Help Point” in Swansea, which has supported more than 400 vulnerable people in the night time economy within its first three months of operating, and is reducing demand on both the police, ambulance and Accident & Emergency departments.

Improving services to end Violence Against Women

- We are working with partners to deliver the commitments in the South Wales Police Tackling Violence Against Women and Girls Action Plan, which was launched last year and provides a clear plan for future partnership working.
- The IRIS (Identification and Referral to Improve Safety) was launched. This general practice based domestic violence and abuse training, support and referral programme is the first project of its kind in Wales which provides care pathways for victims of domestic abuse. IRIS is centred in partnership work between primary care and third sector agencies to identify and refer cases of domestic abuse.
- Health professionals have been recruited in each health board area to improve identification and referral across the health service.

- Honour Based Violence training is being delivered to Police Officers across Wales.



- We are delivering vulnerability awareness training to door staff and police officers to improve early interventions and prevent violence, specifically sexual violence.
- The Know the Score: #DrinkLessEnjoyMore campaign is addressing attitudes to alcohol and reminds people to “Serve drinks not drunks”. Enforcing the responsibilities of licensees and consumers in the night time economy is a key focus of the campaign.

Ensuring all our communities are represented

- A joint thematic review into Black & Minority Ethnic recruitment, progression and retention in South Wales Police has been completed.
- Successful public awareness raising campaigns on the need to report Hate Crime, especially during Hate Crime Awareness week in October 2014, were held with reported levels increasing for each of the hate crime categories we monitor (race, disability, religion, sexual orientation and transgender).
- Our active recruitment campaigns in minority ethnic communities aim to encourage applications for the Special Constabulary.



Representing the communities we serve

South Wales Police will increase the number of people recruited as Special Constables, PCSO's and Police Officers from Minority Ethnic communities.



- We promote the “Keep Safe Cymru” scheme, providing a dedicated phone line for people with learning disability or mental health condition to contact South Wales Police.

- We are improving communication options for deaf people who contact South Wales Police.

Helping communities and people to get involved

- An agreement has been drawn together between South Wales Police and Neighbourhood Watch South Wales, setting out our approach and aim to identify local needs, understanding what works and focussing on cutting crime and anti-social behaviour, as well as increasing public confidence by working together to develop solutions.

- Working relationships have been strengthened between South Wales Police and the voluntary and community sectors across South Wales through the development of Compact Agreement, which will focus our efforts in the areas of consultation, engagement, fair funding and volunteering.
- Community Speedwatch schemes are established in local areas across South Wales, providing volunteers with the equipment and training to carry out speed monitoring operations alongside Police Officers and Community Support Officers.
- We have provided a fresh focus for the South Wales Police Youth Trust, which targets grant funding on specific local areas across South Wales, where the trust can work with voluntary organisations, young people and local councillors, to support young people and improve safety in their communities.



Assistant Chief Constable Richard Lewis at Pride Cymru

Criminal Justice:

More effective criminal justice system

- The South Wales Criminal Justice and the South Wales Integrated Offender Management Board have merged to create a single effective body which is delivering a more effective criminal justice system.

Supporting young people

- We have established a successful 18-21 Youth Offending team pilot in Bridgend to divert young people away from the criminal justice system and into employment leading to the creation of an 18-25 Crime Reduction Worker in Bridgend.
- An 18-21 Triage Diversion Scheme has been established for Cardiff and the Vale including restorative approaches and victim focused work.

- A Court Support Pilot Scheme has been developed for mentally vulnerable offenders.

- Four Youth Development Pilot Projects aimed at young adults in deprived communities and a specific project aimed at the needs of young people from Black and Minority Ethnic communities have been set up.

Understanding mental health needs

- We are developing a better understanding of the needs of people with mental health needs so that they get the support they need rather than being drawn into the criminal justice system, resulting in a reduction in the use of Section 136.
- We are working with the Welsh Government towards a Concordat to improve support for those at risk.

Leading on understanding and addressing causes of crime

- The leadership of the Drug Intervention Programme has been successfully transferred from Wales Probation to South Wales Police with ongoing work to provide a key element in understanding the causes of criminal behaviour and the effectiveness of interventions.



Listening to our communities

Development:

Getting to grips with online crime

- A better understanding of the impact of online-crime is being developed through links with academic partners to understand the nature and level of online and cyber crime. South Wales Police is also taking part in a pilot to help Her Majesty's Inspectorate of the Constabulary develop understanding of how digital technology has affected policing and how the police have responded to it.

Supporting local businesses

- We are refreshing our engagement with partners to understand the level of business crime and identify common approaches to tackle this issue.

Safer communities for older people

- We are working with the Older People's Commissioner and other partners in South Wales to address the needs of older people so that people can grow old safely and confidently.



Get Safe Online

Setting the context – tackling Crime and Disorder

Police and Crime Commissioner, Alun Michael, outlines the progress in South Wales:

The first Police and Crime Reduction Plan for South Wales came into effect in April 2013 - just two years ago - so the new system of governance for the police in England and Wales is still new and it is too early to judge its success. What we can certainly claim in South Wales is that we have seized the opportunity to provide our communities with the best possible police service and at the same time to tackle the environment in which crime and disorder are able to thrive.

As Police and Crime Commissioner I take responsibility for this plan and its contents, just as the Chief Constable takes responsibility for operational policing and the Chief Constable's Delivery Plan, but we have, from the start, worked collaboratively in the interests of the communities of South Wales and we seek to speak with one voice to those who work for South Wales Police and to our partners.

Victims at the Heart of Policing

The values on which we base our plans and our actions should be clear to anyone reading this document, but one illustration shows how deep they go. I was elected on a commitment to put victims at the heart of everything we do and I signed up to the five principles set out by Victim Support which are:

- Be open and accountable to victims and witnesses seeking out and acting on their views
- Ensure that victims and witnesses get the high quality help and support they need when they need it

- Make the police more victim-focused and more effective at meeting their needs
- Give victims and witnesses an effective voice in the wider criminal justice system
- Constantly work to develop new ways of delivering justice for victims

It is a commitment that goes back over 40 years as I was involved as a local magistrate in setting up Victim Support in Cardiff, second only to Bristol in taking that approach. But before I was elected, Peter Vaughan had identified the need to improve the service to victims when South Wales Police was reported to be 43rd out of 43 police forces when it came to victim satisfaction.

As a result of the leadership he provided on this issue South Wales Police improved consistently over time and it is now a matter of pride that South Wales Police appears consistently in the "top ten" for victim satisfaction (see graph on page 35). In other words, I arrived in office to find a shared priority as far as putting the needs of victims at the heart of policing is concerned. We are pursuing the interests of victims in a variety of ways - some aspects being operational, and therefore under Peter's aegis, some being my responsibility (such as funding and developing the Victim Support Service) and others requiring our joint leadership and work with other agencies.

This is just one example and other aspects of performance appear throughout the Plan. One of the important duties of the Commissioner is to appoint and/or dismiss the chief constable. It's a responsibility that has led to considerable public and media interest in some parts of the country, so I was pleased to extend Peter Vaughan's appointment to ensure that we have

consistency of leadership through the next few difficult years. That decision was endorsed unanimously by the Police and Crime Panel. Peter Vaughan became a Vice Chair of the National Police Chiefs' Council in April 2015, having served as Vice President and the last President (Acting) of the Association of Chief Police Officers. I was very supportive of Peter taking on this leading national role in the build up to the transition to the new body and I am pleased to see his continued involvement with the National Police Chiefs' Council.

A strong Leadership team

I am particularly pleased by the way that the police leadership team has been consolidated, with Matt Jukes as Deputy Chief Constable and the highly-experienced Richard Lewis being joined by two new Assistant Chief Constables, Jon Stratford and Nikki Holland, whose experience includes major police leadership roles in Bristol and Liverpool respectively.

The strength of leadership within South Wales Police generally has been visible at the time of the NATO Summit and in other national roles but is also clearly reflected at the local and neighbourhood level as is exemplified by discussions whenever I meet councillors and community representatives across the South Wales area.

Strong financial leadership has been provided by Umar Hussain and Geoff Petty, and Mark Milton continues to provide significant developments in HR, resources and training, whilst the retirement of our long-standing and wise Head of Legal Services, Gareth Madge, leaves big shoes to fill. Nia Brennan now heads Legal Services and played a major role in developing a strong legal basis for partnership working.

Quality of leadership has also been reflected within my own team. Deputy Commissioner Sophie Howe has now returned from maternity leave and is making an enormous contribution informed by her experience within Welsh Government, local government and human rights work. Her maternity cover was provided by Assistant Commissioner Jan Pickles - on secondment from the NSPCC.

Peter Vaughan and I had given a remit to ACC Nikki Holland and Jan Pickles to jointly review policing and partnership work on child sexual abuse in the light of the Rotherham report, leaving no stone unturned, and I was then pleased to be able to extend Jan's secondment for three months to undertake a major piece of work on mapping the future partnership action needed in South Wales to deal with this scourge of childhood.

Dr John Rose took up the role as Assistant Commissioner previously held with great distinction by David Francis and has proved invaluable in probing and developing work in South Wales to reduce crime both amongst juveniles and in the 18 to 25 age group. John's early career as a miner and in heavy industry was followed by a unique experience in front-line youth work and as head of the Welsh Youth Agency, with a parallel career as an academic and trainer.

As the result of another joint remit set by the Chief Constable and myself, we have cast a spotlight on the contribution of police officers seconded to Youth Offending Teams resulting in a radical refresh of that contribution as well as a deepening relationship with each of the Youth Offending Services in South Wales and with the Youth Justice Board in Wales.

Community Policing

Sir Robert Peel reflected the importance of a close sense of identity between the police and the community they serve when he stated as a principle "the police are the public and the public are the police". The police have to reflect the public they serve, and the number of women progressing through to senior ranks is now consistent and impressive.

We have signed up to Welsh Government's "50/50 by 2020" campaign but up to and at the Chief Superintendent level that is already being achieved within South Wales Police. Despite a similar wish to see recruitment, retention and progression of officers from Black and Minority Ethnic communities - and a number of officers, PCSOs and staff who make a highly-valued contribution - the South Wales Police performance in this regard has been dismal in recent years and the challenges I set two years ago have not been met.

This has been as disappointing to the Chief Constable, as to me, and steps have been taken to change this picture, with ACC Jon Stratford given a specific remit to accelerate and sustain action on this front. We have been pleased by the positive response from such communities, particularly the Muslim community, to this commitment.

The finance section of this plan makes clear the scale of the challenge we are likely to face in future years but it is worth reflecting for a moment on the healthy current state of South Wales Police. You cannot reduce police officer numbers from 3,400 to 2,800 - our experience in the last four years - without some pain: That has undoubtedly required people to adapt and change their approach as they seek to "do more with

less" across the piece. We would also have seen a greater reduction in police staff if it wasn't for the Welsh Government's injection of 206 PCSOs.

The way this has been achieved in South Wales has been praised by HM Inspectorate, though it would have been nice to have some acknowledgement that it has not been achieved without personal pain and the high degree of individual commitment to serving the public that characterises our workforce at every level. Nevertheless the decisions to act early to create headroom has proved wise and the continued support of Welsh Government in the provision of 206 additional Community Support Officers means that performance and engagement have continued to grow through this difficult time.

We need to make the most of our opportunities in the first year of this 3-year plan period since it may prove to be "the calm before the storm" if the projections of further cuts in police finances prove to be correct. Cuts in the Central Police Grant meant that during last year (2014 - 2015) we had to cut the number of PCSOs funded by the Home Office from 300 to 200.

Support from Welsh Government

The addition of 206 funded by Welsh Government means that we still have an establishment of 406 and are much better off than Forces in England. The good news is that we didn't waste money on making people redundant and instead they have been recruited as police officers, helping to renew police numbers towards 2,900 for the immediate future. The Chief Constable's commitment is for as many former PCSOs as possible to be allocated to areas where they worked in the past so that their

community experience will enhance their work as new constables.

It is our clear determination to keep faith with the Welsh Ministers who have funded the 206 additional Community Support Officers by making the best use we can of their time and their undoubted talents and commitment in the best interests of local communities. Their time out of the police station has gone up from about 40% to over 80% and a joint review commissioned by myself and the Chief Constable will look at how we can increase the effectiveness and professionalism of this team and enhance their motivation and competencies.

Shrinking Together, not Shrinking Apart

This is just one part of our commitment to "Shrink Together, not Shrink Apart" - a mantra which reflects an important principle about how we should work in this period of aggressive and prolonged austerity. In the 1980s - as a youth & community worker and also as a city councillor engaged directly with the impact of severe cuts - I saw agency after agency draw into "core functions" with direct damage done to public services which depended on close collaboration to meet local needs.

We have therefore gone to our partners to ask "How can we do things better together?" That has been the theme of the quarterly meetings in which Peter Vaughan and I have met each of our seven local authority Leaders and Chief Executives.

We go to them because the needs of each area are different and we go to listen and learn as well as to explain our concerns and suggestions. It is outside our power to change the decisions of Central Government or the consequential financial decisions of

Welsh Ministers, but it remains our duty to work with others to do the best we can with the available resources.

For example, there is no doubting the value of CCTV as a tool to help manage town and city centre areas and to provide evidence that can deliver quick results in the criminal justice system. But there is no doubting the pressure for each local authority on any services that are not part of a "protected budget" - so there have been cuts in monitoring CCTV and we know that some councils foresee a need to cut the actual provision, installations and the links that provide access.

I am pleased that our council partners have agreed to a joint exercise to see whether in this case we can find ways of "doing more with less" rather than "doing nothing with less" and possibly paying a heavy price in lawlessness and a failure to prosecute. That work is being co-ordinated by my Treasurer, Geoff Petty, who has financial and management experience in local government in Wales.

Probably the biggest threat is the danger that cuts in youth service and in leisure & community services could leave young people with idle hands. If that led to an upturn in youth offending that would undo more than a decade of improvement which have made our communities safer and less troubled. There is a strong argument for including youth service within the protected budget for education in Wales, given that only nine minutes in every waking hour of a young person of school age is spent in formal education.

Social education, music and sport play a significant role in enabling young people to contribute to social cohesion and the price

to be paid by society if we fail in this area could be enormous. None of our local council partners want to reduce provision, and we simply have to work together to "do more with less" and to avoid allowing the fabric of society to be undermined by the direct impact of "Austerity".

Joint working helps us all

And one example of the potential of shared working arises from work on our priority target of reducing violence in our cities and towns. Last September I provided the money to open a Help Point in Swansea: It's a portable building that was used in Greater Manchester as a GP surgery while their premises were being renovated, so came with relevant services.

It's run through a partnership involving the Health Board, Swansea Council and St John Cymru/Wales as well as the local police. On the first night of opening, during Freshers' Week, there were 18 cases - two had to be taken A&E but that means 16 ambulance journeys saved, 16 occasions on which police officers were able to get straight back onto the street, helping the public and intervening to stop bad things happening, instead of being tied up with a drunk and vulnerable person. It's a win-win for us all but a failure to pursue such preventative interventions will involve a heavy price for all the agencies and for the public.

Another example is the awareness training provided from our team - with the value illustrated by an email from a Swansea police inspector just a week after the training. Door staff spotted a young woman being escorted by an older man towards a dark alley. They asked student volunteers from Swansea Met to engage them in conversation which they did until the police

arrived. Result : An arrest, a conviction, praise in court for the students, serious costs for police investigations, the criminal justice system and the NHS and above all a young woman with a hangover rather than a traumatic and damaging experience as victim. Measuring what has been prevented is more difficult than measuring how we respond to bad things that happen - but both are important.

Making the Criminal Justice System work for the public

Finally, we are being innovative in working with agencies in the Criminal Justice System. The new Community Rehabilitation Company is untried, untested and a somewhat bizarre construct, but I have made a firm commitment to work with the company because if it fails it is our people and our communities that will pay the price. Over the past year our work with other agencies has grown.

That has included the Court Service, Crown Prosecution Service, Magistrates (especially through the out-of-court disposal scrutiny panel that I have established), the women's pathfinder, our three prisons and above all the National Probation Service. We are the first in England and Wales to merge the South Wales Criminal Justice Board with the Offender Management Board for South Wales and hope this will become fully effective in the new financial year.

These are just examples of the way we are approaching our core work. We know that "prevention is better than cure" but we also know that both are needed. The Home Secretary has wrongly suggested that lower crime - resulting from year-on-year crime reduction work - allows her to cut police numbers. That is simply not true since crime

is actually a small proportion of all the calls on police time.

We need both, and the challenge we are facing up to is getting the right balance between the police response to crime and other public needs and the way we work with partners to reduce problems in our communities. We need the capacity to help other Forces when needed - and to receive help when needed, as with the NATO Summit - as well as coping with the major challenges of different forms of extremism, of organised crime groups and the growing challenges of the Internet.

As ever the police response will be to do the best with what is available, and to "do more

with less" - but the threat of continuing reductions in police finances and reduced ability for joint working with our partners must not be underestimated. Policing must not be taken for granted.

In section 4 I spell out the underlying principles and the methodology with which we approach our direct work and our partnership work, whilst section 5 includes details of the Chief Constable's key principles and the approach he expects from his team at every level. The document as a whole spells out the detail of the Police and Crime Reduction Plan for South Wales with clear statements about our priorities for action.



Underlying Principles

The 2011 Police Reform Act established new roles and responsibilities for policing in England and Wales. It did not just replace the old Police Authority with a Police and Crime Commissioner but ushered in a whole new set of requirements, including the Police and Crime Reduction Plan. 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.

When I published the first edition of my plan in 2013, I promised it would be a living document that would be reviewed annually to ensure it was kept up-to-date and relevant. In the second iteration I outlined that this wasn't "just another document"; it wasn't about making unrealistic promises to fix things in the short term. Instead it focussed on promoting partnership working and embedding long-term solutions based on an evidence-based approach.

My priorities are built on the principles of this approach, informed by an unrelenting questioning of the evidence and robust evaluation to identify what works. I am therefore continuing to work with academic partners and operational police leads to ensure current approaches to crime reduction and prevention are tested using action research methods.

This is important because only when we know the true extent of crime, and the real impact on victims and the real issues within communities, can we focus collective resources on providing an effective, partnership approach to resolving them.

I have been encouraged to see that the priorities set out in my initial plan continue to resonate well with those of partner agencies – particularly with local

government but also Welsh Government, the NHS, and with organisations in the Criminal Justice System. It is clear that we are not only facing similar challenges, but in many areas we are also working towards the same goals: delivering our services to meet the needs of the same communities, often seeking to help and protect the same vulnerable individuals. Through a collective understanding of community need, an evidence based approach and common outcomes, agencies from all sectors can work together to effectively achieve these goals.

Our partnership working is also underpinned by the main purpose of the Police and Crime Commissioners: to reduce and prevent crime. The four quartiles of the plan are informed by this purpose and have helped in clarifying expectations. To maintain this clarity, provide stability and ensure consistency, I have not sought to change my priorities; instead I will continue the evolutionary process that I began with in the first version of the plan.

This iteration will continue to provide more focus on the deliverables that the public can expect to see over the next few years. It will build on the firm foundations we have developed with partners, as well as embedding the core values of co-operation and partnership.

Having had a further year to work with the public and partners, I am even more confident that we are on course to have a better understanding of the actual level of crime within South Wales. This means the police and their partners can best meet the needs of communities, whether that be reducing and preventing crime, tackling anti-social behaviour or supporting victims.

The achievements we have made in this area will be outlined in more detail within this plan, but highlights include: a more effective relationship with health through sharing data and enabling that sharing to inform and drive action, a more focussed approach on reducing offending and reoffending in the 18-25 age group, and a clear commitment to tackle violence against women through the continued delivery work through the Violence Against Women and Girls Action Plan.

Achieving More Together

My existing and long-held belief that partnership working is the most effective mechanism for reducing and preventing crime is supported in the 2011 Police Reform Act. The Act outlines my legislative responsibilities with regard to: South Wales Police, criminal justice systems locally and the promotion of wider and more effective partnership working.

I very much welcomed this additional legislative responsibility as it continues the partnership principle I set out in what became the 1998 Crime and Disorder Act which established Community Safety Partnerships and Youth Offending Teams. It is also 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.

In a context of financial austerity in which the police have suffered and continue to suffer, difficult decisions have had to be taken. We are now faced with the prospect of deep financial cuts within local government which could have devastating

consequences, particularly for community and youth services. It is apparent that in order to face the true nature of financial challenges, the police and their partners need to work closely together.

Therefore the success in delivering my priorities will not be about catchy headlines but about ongoing constructive, partnership working that seeks to deliver long-term benefits to the communities within South Wales. Such emphasis on the importance of a joined up, smarter working approach is maintained as a key element running through this plan. I firmly believe that at a 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.

During a previous period of deep cuts in public expenditure in the 1980s, many organisations retreated into their own silos and withdrew from joint initiatives. This time around it is different. Leaders in most of the public bodies we work with are instead saying "in tough times we need to do **more** together." 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. If we are to "shrink", then we need to shrink together, jointly managing the impact of the cuts rather than acting in isolation.

One of the most important parts of my role is developing relationships with partner agencies in order to identify common objectives and overcome obstacles to delivering services effectively. The meetings I have with local authorities and other

partners continue to be invaluable in providing me with a better understanding of the complexity of the partnership landscape across South Wales and in agreeing ways we can be more effective.

The Safer South Wales and the South Wales Criminal Justice Boards are a further example of partnership working, bringing together those who have a key part to play in these areas. The Boards involve direct discussions and agreement with partners, including each of the seven local authorities across South Wales, the three Local Health Boards, and many others.

I have worked with the Courts Service – for example to enable CCTV evidence facilities in Neath – and with the Magistrates who are making a major contribution to the new “Out of Court Disposal Scrutiny Panel” which I have established.

I am pleased that the enhanced working of the South Wales Criminal Justice Board has received a positive response – particularly from the National Probation Service and from the three prisons that are located in our area. In January 2015 this constructive collaboration has led to a major new initiative by merging the Criminal Justice Board for South Wales with the South Wales Integrated Offender Management Board – which I believe is a “first” in England and Wales and puts us in the forefront of developing partnership and accountability within the Criminal Justice System as envisaged in the 2011 Police Reform Act.

Through such forums, 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. 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.

A key theme that underpins our ability to work together is the need to share information. Along with the Chief Constable I have sought to promote a ‘dare to share approach’ that will enable our practitioners to deliver services to communities more effectively and with fewer resources.

I actually thought I had dealt with the reluctance to share data when I insisted in putting a clause into the Crime & Disorder Act, which put 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.

Through partnership working there are ways in which we can help each other. For example, if our current work with colleagues in the NHS leads to a reduction in violence across South Wales, savings will be made for both the police and health service. For the police, it will free up officer time, allowing them to be out on the streets instead of preparing a file for court. For the health service, the volume of calls to the Ambulance service will be reduced thereby creating headroom at Accident and Emergency, or at the very least prevent the pressures on health services getting even worse.

The work of Professor Jonathan Shepherd evidences that in such partnership working

there is potential for considerable gains. The collaborative work that has developed in Swansea over the past year is demonstrating that there are enormous benefits to be derived from this approach, and I am delighted that we are now working very closely with Public Health Wales with whom we have established a protocol for joint working.

Co-operation with other parts of the criminal justice service can also prove mutually beneficial. 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,” working with a variety of organisations

including the St Giles Trust to do things differently and better.

We want to cut offending in the age group which now harbours the most prolific criminal activity - the 18 to 25 age. At the same time 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. In addition, different agencies are trying to reduce the impact of substance misuse, alcohol, mental health problems and homelessness. This work is slower than I had hoped for - but it remains a crucial objective and I believe we are making progress.



I also 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.

We have been able to help rescue the Crown Court project which was not working at all this time last year - but there is no lack of enthusiasm across different organisations and we are building the competence to work together on these issues.

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. Our success in applications to the Police Innovation Fund means we can bring new resources to assist in addressing the areas of: 18-25 year olds, violence against women and girls and violent crime.

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, a burglary or a car crash. Those are just some of the occasions on which we depend on officer’s “can do” attitude and quick instincts, and long may that continue. Yet if the partnership approach continues to result in reduced offending and reoffending trends, particularly for 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.

Challenging Times

We must work co-operatively to do things better, smarter, and more efficiently, with less. It’s not that we want to do more with fewer police officers - with officer numbers down from 3,400 to 2,800, it is imperative. The early decisions taken by the Chief Constable as a response to ‘Austerity’ created some flexibility, and there will be a slight increase in the number of police officers in post in 2015-2016 but that will be difficult to sustain in future years if the reductions in Police Grant are as severe as has been projected to date.

In tough times “prevention is better than cure” is just common sense – it’s a necessity rather than a luxury. If “austerity” forces us to think creatively perhaps we should heed the advice to “never let a crisis go to waste”.

In preparing the budget for last year and this year, the Chief Constable and I had serious discussions about staff numbers and workforce balance as we sought to balance the books. 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. However, 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 even in tough times and I will follow his example. However, you cannot escape the fact that police numbers are down from a high of 3,400 to the present establishment of 2,800, which is an all time low for South

Wales Police. Good management means that we see a slight increase in officers for 2015-2016 - and that will provide a welcome boost in each local team - but the long term remains gloomy.

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. Yet 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 Chief Constable and I are clear that it is not a good idea to give extra powers to PCSOs as that can blur the distinction between a PCSO and a warranted officer. I continue to support the Chief Constable's wish not to increase powers in ways that are allowed within the current legislation and that is why we have in progress a review the role of the Community Support Officer and the way they are used in South Wales at present.

This is being done with a view to agreeing what should and should not change and having a robust approach agreed before any national consultation starts to make up our minds for us. We have a sound starting point for this work: through visiting all the different groups of councillors across our seven local authorities in South Wales leading to plenty of challenging discussions but universally there was an appreciation of the local policing team and an 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.

On the professionalism of 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. This is spelt out in more detail in a later section.

For example, one of the most important improvements over the last year has been the decision of South Wales Police to change their crime recording processes to record crime "at source". This means that where previously incidents were investigated and then recorded, South Wales Police now record the crime when the incident is reported. The process of improvement continues, with the latest figures showing the best victim satisfaction levels experienced by South Wales Police.

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.

I continue to question the approach of the Inspectorate as apparently in naming the Force or Forces when offering praise but to anonymise criticism. The Inspectorate, 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. I have had positive discussions with our Regional Inspector, Dru Sharpling, on these matters and I am hopeful that there will be change - but the press releases from the Inspectorate currently maintain the same failings.

In late February 2015 the Inspectorate issued a press release reporting a major problem of Tasers being used on children. Numbers varied from Force to Force and in South Wales not a single person under the age of 16 had been subjected to a taser in 2013 or 2014. In fact no discharge had happened on a person under the age of 18 in South Wales. So in terms of the Inspectorate's own report the press release and consequent publicity was unfair to South Wales Police.

However my main criticism goes deeper than that. The real question should be whether the benefit outweighs the dangers: I am convinced that the use of a Taser - for example on a person wielding a knife or a crowbar - will often result in less risk and/or actual harm than use of a baton or other form of physical restraint for the offender as well as for the public and for police officers.

I can envisage circumstances in which I would praise officers for using a Taser on a young person - depending on the circumstances. Use of statistics of usage without analysing the context and the risks in a consistent manner is seriously misplaced and inconsistent with an evidence-based approach to policy making.

The past year has seen no lessening of the anonymity and generalisation that is involved in Media and public comment on

the police. "Plebgate" was a highly visible incident in London and has been rightly subject to in-depth scrutiny - but it has absolutely nothing to do with South Wales Police.

I value the discussions we have had with the Inspectorate over the past year - with a particular endorsement of the approach we have taken to reducing Violence against Women and Girls and comments about the efficiency of the service provided by South Wales Police - but there is a problem with the way that resources have been taken from Police Grant to fund additional inspection work.

Inspections absorb an enormous amount of time for operational officers and sometimes pull against the grain of local priorities. The inspection on "Stop and Search" appears likely to result in positive comments for South Wales but those involved in the inspection acknowledged that while there are problems in some parts of England and Wales they have not detected specific issues in our area.

The 2011 Police Reform Act established that the policies and practices for each local police force should be driven by the Police and Crime Reduction Plan - yet the Inspectorate does not measure the Force against the extent to which it is delivering on the Police & Crime Plan. They continue to inspect against centrally-decided criteria in a way that pulls against the grain of the Government's stated aim of creating a system of local accountability.

So the system increases workload without clear local benefits and while South Wales Police comes out of their analysis as a high-performing Force the system is tiring and time-consuming. Again, I am pleased that

discussions with the Inspectorate have shown an understanding of our concerns and we can only hope that there will be improvements in the future.

There are also concerns about the work of the Independent Police Complaints Commission. Again there is a constructive and robust relationship with the Commissioner, Jan Williams, but the Commission has been given extra funds through a top-slice from our Police Grant and I am concerned to learn that a lower proportion of investigations will be supervised by Commissioners.

Some of the Commission's staff appear to have little understanding of the changes wrought by the 2011 Police Reform Act and there appears to have been an increase in investigators with a lower level of training and experience. I was one of those who campaigned for the creation of an independent police complaints commission, so I am passionately in favour of the role that this body exists to fulfil but I am worried about the changes that have been decided on by Ministers in the past two years and which appear unlikely to bring about the intended benefits

Adding Value

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, Police Minister and 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.

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; we need to seize the opportunities that exist to use these connections more effectively.

Even if it involves an apparent increase in crime we want to encourage the quick and confident reporting of incidents. Particularly in respect to 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. Human trafficking and different forms of exploitation are becoming increasingly obvious in society; it is important to encourage the public to report their suspicions and for such reports to be acted upon.

One area where I can add value is through my ability to fund partnership initiatives, such as the Crime Reduction Fund (formerly the Community Safety Fund.) We know that the total “pot” is being cut, and we are fearful of further cuts. So we will face difficult decisions but **I shall do my best to protect this funding as far as possible and undertake work to ensure that it is directed towards delivering my priorities.**

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 reflects 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.

In particular, the evidence of improvement in victim satisfaction is enormously significant. We must not take for granted the day-to-day work undertaken 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.

I believe that we are making the right decisions about how to reflect the 2011 Police Reform Act in the way 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.

All employees will be required to provide the service and support we 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 in 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, continue the development of our partnership approach to preventing and reducing crime and improve 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. 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”. This is why I am really pleased that Peter is making a personal contribution to this plan by contributing sections which highlight that we share a commitment to improve the lives of the communities within South Wales through the provision of effective and efficient policing services.

This version of the plan maintains our continuing journey toward making this commitment a reality. It also demonstrates

the shared ambition of South Wales Police being a single entity within which the specific roles of the two Corporations Sole – the Police & Crime Commissioner and the Chief Constable – to 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. The past two years have been tough for police officers, for police staff and for members of my team. I want to thank them all for their contribution and their commitment.



Policing South Wales

Background

Although geographically small - covering around 803 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 49% of the total crime in Wales.

This places a high demand on resources within the Force and in the 12 months to March 2015 the Force has managed 34,427 arrests, 408,556 incidents, 174,505 Emergency 999 calls and 460,384 Non-Emergency 101 calls.

South Wales Police is one of the top 10 busiest forces in England and Wales in terms of crimes per 1000 population, and the 8th most effective in terms of detections.

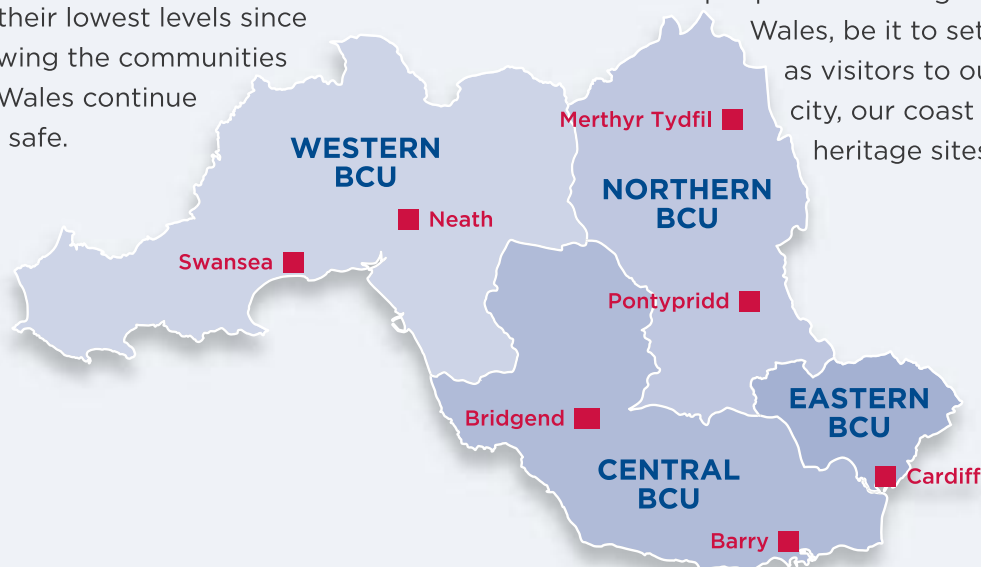
South Wales Police has a growing reputation for excellence, being seen as progressive and innovative and now recognised as one of the best performing forces, achieved against the backdrop of continued challenges of funding reductions. Crime levels in the South Wales area have declined steadily over the past 30 years reaching their lowest levels since 1983, showing the communities of South Wales continue to remain safe.

Anti-social behaviour has similarly declined over recent years. The Force's decision to move to crime recording at source in 2014 has put it at the front of development of the good practice identified by HMIC. This important shift in recording practice provides a better understanding of the levels of recorded crime and a more transparent process to the public.

The Force area and its four Basic Command Units, span the seven unitary authority boundaries of Bridgend, Cardiff, Merthyr Tydfil, Neath Port Talbot, Rhondda Cynon Taf, Swansea and the Vale of Glamorgan, with Headquarters situated in Bridgend. The area includes 64 of the 100 most deprived communities in Wales and is a diverse region featuring rural, coastal and urban policing challenges including the two most populated 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, University of Wales Trinity St. David and Gower College Swansea, which in total support around 20,000 full-time 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, , Cardiff City football team, 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.

Cardiff has a number of major institutions of higher education: Cardiff University, Cardiff Metropolitan University, and the University of South Wales which also incorporates the Royal Welsh College of Music & Drama. The city houses an estimated 66,000 students and 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 approximately 500 events across its force area each year which require varying levels of police intervention in terms of planning and resources. These include policing premiership, European and International football, international cricket and rugby and other sporting events, concerts, royal visits, Public Military events, demonstrations and protest marches and key date policing for the night time economy in Cardiff and Swansea etc.

In 2015 the Force will support Welsh political party conferences and events linked to the General Election, major sporting events including the Rugby Six Nations tournament and Rugby World Cup matches, and a number of other major events.

The Police

South Wales Police plays a key role in the lives of people who live, work and visit the force area, and this is achieved through the dedicated work of 2,812 officers, 406 Police Community Support Officers, 1,981 staff and 56 special constables.

The statement of purpose is about 'Keeping South Wales Safe' and having a positive impact on local communities.

The force's "vision" is to be "the best at understanding and responding to the needs of our communities", and three organisational values for staff support this:

- **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 and standards of behaviour that the Chief Constable expects from his workforce, demonstrating the commitment to integrity in line with the College of Policing's Code of Ethics. 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

South Wales Police is a main strategic force in England and Wales delivering not only a local service but also providing support for major national events outside the Force area.

The significant contribution made by South Wales Police at a national level has often been outstanding, for instance during the recent NATO conference, the Olympics and Paralympics in 2012, and in 2011 when our officers were called upon to help out during the riots in London. The successful policing of these events and the specialist support that South Wales Police has provided to

incidents and investigations nationally and internationally has enhanced the Force's reputation to a global audience.

The Strategic Policing Requirement is an important and permanent element in our policing approach across England and Wales.

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.
- Through partnership with Integrated Offender Management and the Multi Agency Safeguarding Hub we are working to develop a joint case management system for anti social behaviour which will transform our information sharing capabilities.

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 as 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. The Public Service Centre makes use of new technology such as Ir3+ 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.

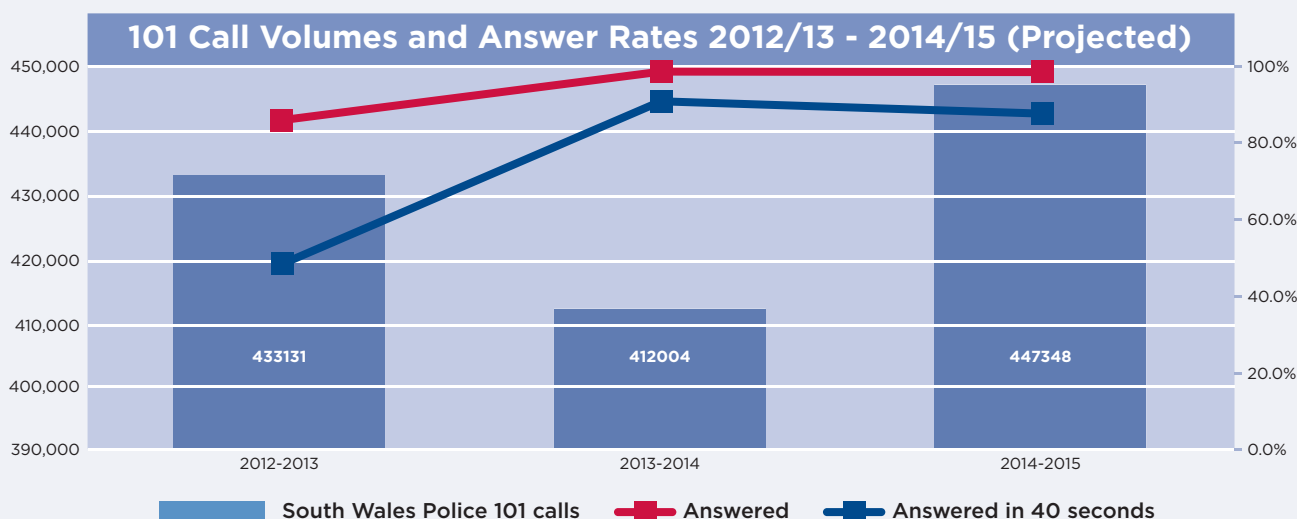
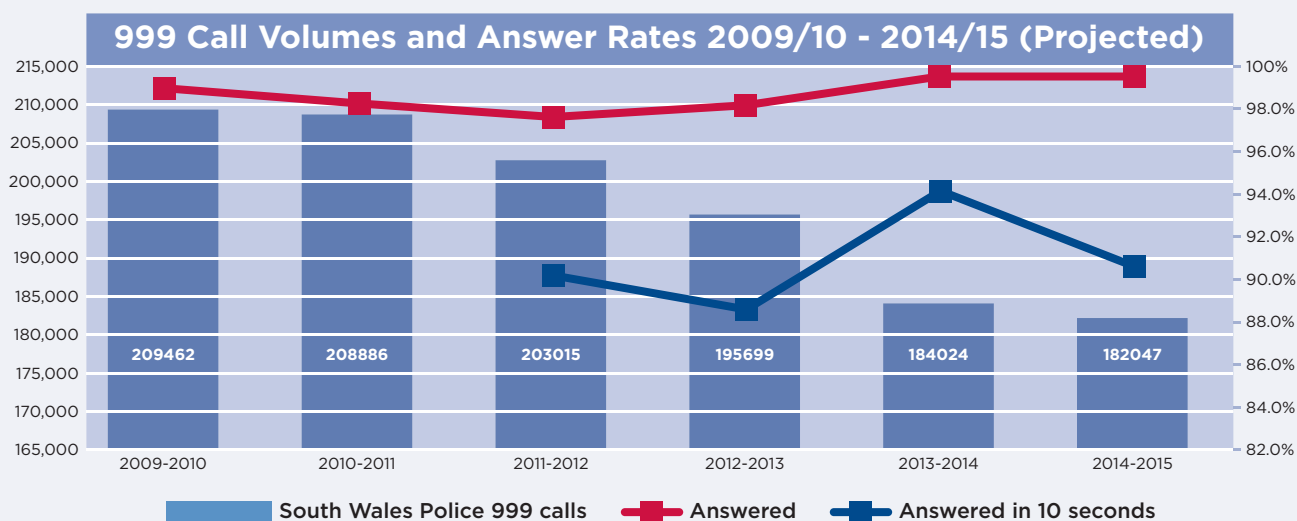
As a result of this investment, the Force has seen continued improvement in its call handling performance which shows that:

- 99.6% of 999 calls were answered for the year ending December 2014 compared to 99.3% the previous year
- The number of non-emergency calls received increased to 434,158 in the 12 months ending December 2014 compared with 417,768 in the previous year.
- The answer rate for non-emergency calls increased from 96.80% to 98.60% over the same period, with answering within the target period of 40 seconds improving from 83.70% to 89.20%.

In summary, achievements over the 12 months to December 2014 include:

999 calls:

- Last year 0.7% of 999 calls were abandoned, this has now dropped to 0.4%
- The average wait time for 999 calls has remained at 4 seconds



101 calls:

- We previously had 3.2% of 101 calls abandoned by caller, we now have 1.4%
- The average wait time has halved from 26 seconds to 13 seconds

In November 2014, Her Majesty's Inspectorate of the Constabulary (HMIC) published their first PEEL Assessment of all 43 forces in England and Wales. PEEL is the programme in which HMIC draws together evidence

from its annual all-force inspections to assess the effectiveness, efficiency and legitimacy of the police. These assessments enable the public to judge the performance of their force and policing as a whole.

- The **effectiveness** of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service.

- Its **efficiency** is assessed in relation to how it provides value for money.
- Its **legitimacy** is assessed in relation to whether the force operates fairly, ethically and within the law.

In terms of its effectiveness, HMIC found that South Wales Police is:

- **good** at reducing crime and preventing offending.
- **good** at investigating offending and
- **outstanding** at tackling anti-social behaviour.

HMIC also found that the efficiency with which the Force carries out its responsibilities is good; and the Force is acting to achieve fairness and legitimacy in most of the practices that were examined this year.

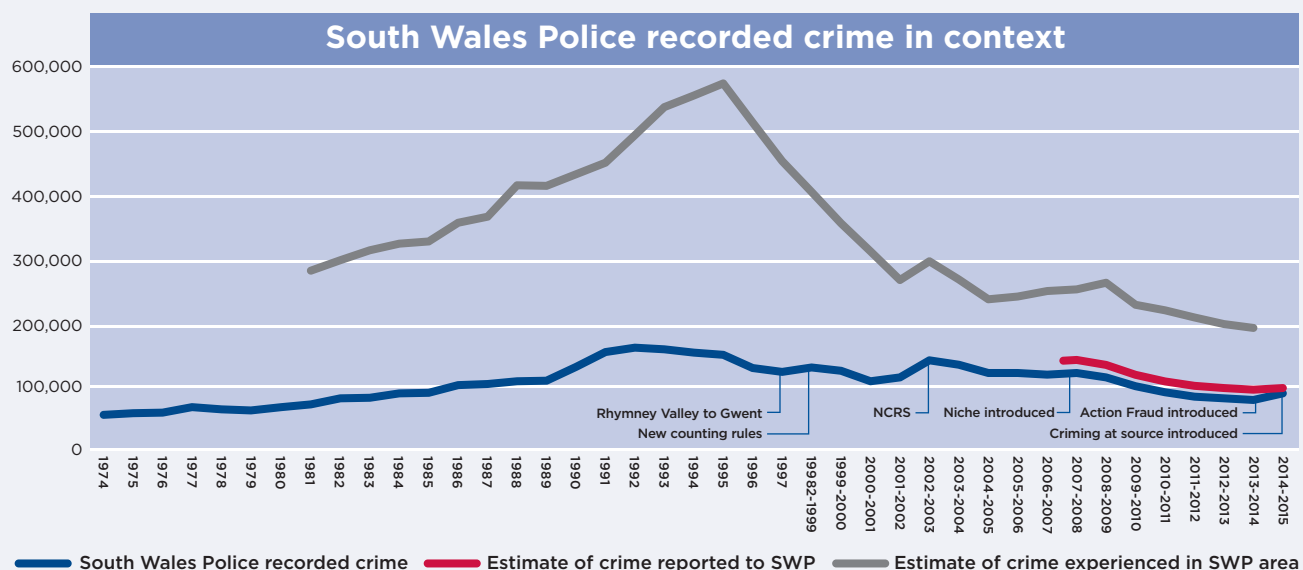
The HMIC were impressed by:

- the outstanding practice developed by the Force when tackling anti-social behaviour where partnership working is strong, and the way in which the Force works with neighbourhoods to solve

problems improves the quality of life for local communities;

- the excellent progress made in response to budget reductions, with one of the smallest reductions in the workforce in England and Wales;
- the mature and effective arrangements for the all-Wales counter-terrorism unit, known as WECTU, and the serious and organised crime collaboration, known as Tarian; and the Force's capability to tackle other aspects of the Strategic Policing Requirement either on its own or in collaboration with other forces in the region;
- how victims are at the centre of how the Force works; the strong emphasis on crime reduction and prevention, and the practices in place to protect the majority of vulnerable victims and the services available when tackling high-risk domestic abuse and keeping victims safe; and
- the approach to crime recording, which is good and with a high degree of accuracy.





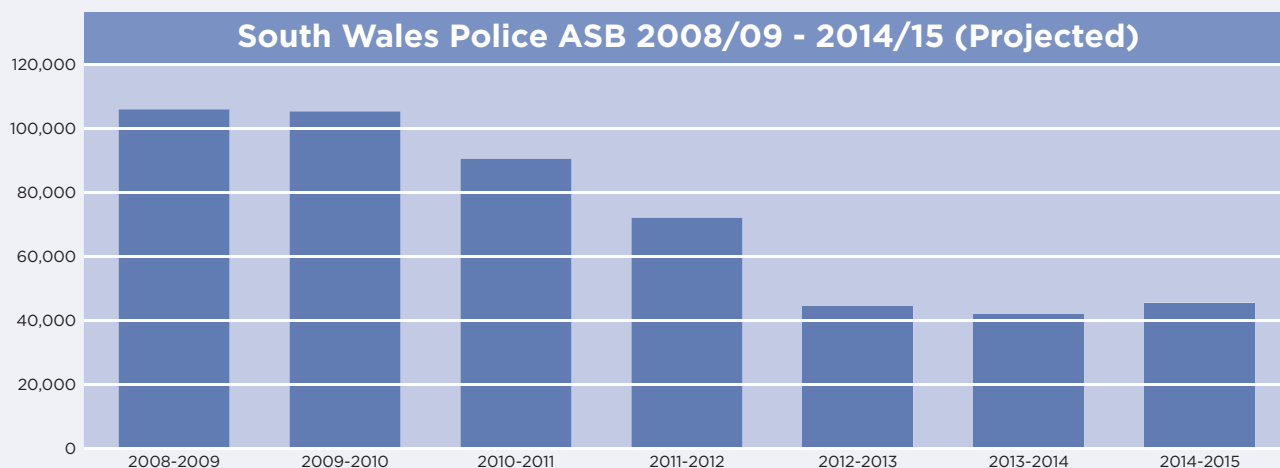
The growing reputation of South Wales Police for performance excellence is being achieved against the backdrop of the continued challenge of funding reductions and some outstanding improvements over recent years include:

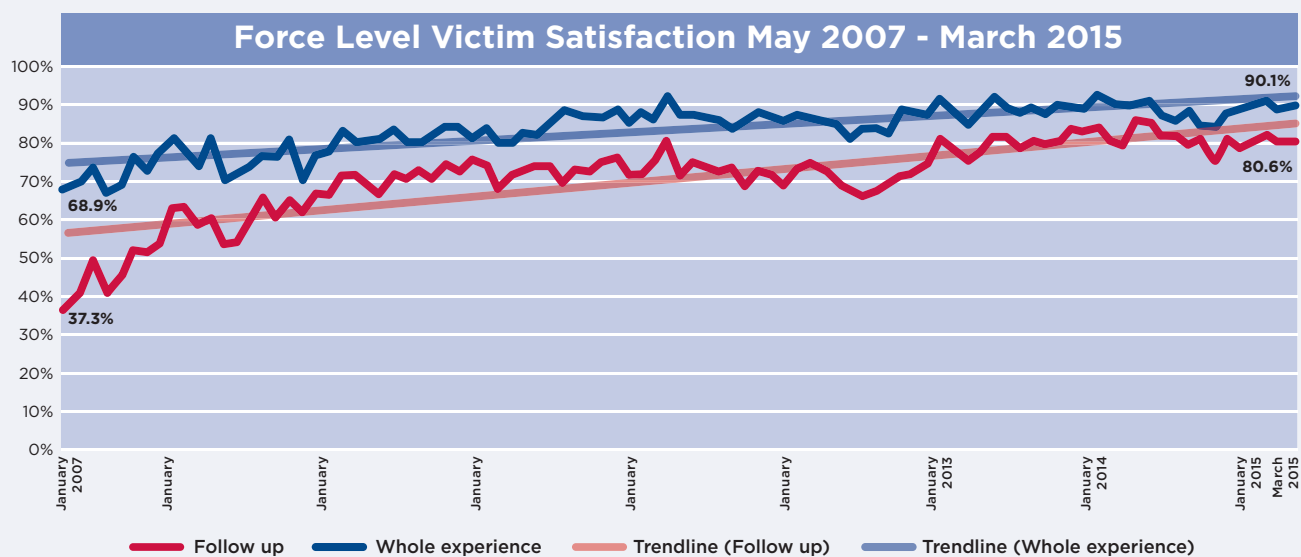
Crime levels reaching a 30 year low:

The graph above shows the level of recorded crime within South Wales Police over the last 40 years, highlighting the reduction in the public's perception of crime as demonstrated by the British Crime

Survey (now the Crime Survey for England and Wales) and the impact of the changes to recording crime at source, if implemented over the previous 40 years. This provides a clear indication of the reduction in crime over recent years and the Commissioner has made a commitment to communicate this picture of crime in context to all communities and organisations throughout the year.

Anti-social behaviour Incidents Reported to South Wales Police reduced by over 60,000 incidents.





Other key achievements include:

- Detections at an all-time high, particularly for burglary and violence against the person
- Cited as a beacon force for use of mobile technology, our Public Service Centre and our state of the art custody facilities
- A modern vehicle fleet and premises that are fit for purpose
- A consistent model for neighbourhood policing
- Workforce attendance reaching an all-time high

The Force has also seen significant increases in satisfaction levels of victims of crime with ease of contact over the past five years. The most recent national rankings (12 months ending September 2014) place the Force within the top 10 across 7 of the 8 domains on which victim satisfaction is measured. This includes 3rd for Ease of Contact, 5th for the Treatment of Victims, 5th for the Whole Experience of Racist Incident Victims and 5th for Black, Minority Ethnic Victims. 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 and I 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.

Together we 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.



Police and Crime Reduction Plan 2015-2018

The Plan is not just about actions by the police, that is why it is based on the four quartiles of action:

POLICING ACTION

ACTION WITH PARTNERS

ACTIONS FOR FUTURE DEVELOPMENT

ACTION WITHIN THE CRIMINAL JUSTICE SYSTEM

Our Priorities for the Future - Overview of the Plan four “Quartiles of Action”

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 during the course of its development.

The introduction of the four quartile model last year has proved extremely successful in providing clarity for the police, partners and the public in understanding the expectations around delivery and

accountability. This approach also emphasised the long-term perspective of the priorities and the need to build a solid foundation on which to provide mutual benefit through embedding a partnership approach.



Working with the Police

Priorities:

- **Crime Reduction and Prevention**
- **Understanding and responding to community concerns**
- **Public Perception**
- **Victim Satisfaction**
- **Workforce Diversity**

What we want to achieve:

Better understanding of and response to community needs

Maintain top 10 status for performance on victim satisfaction

Increased public confidence to report crime

Improved public perception of the level of crime in their community

Better public access to South Wales Police

More effective integration of technology to provide resources with relevant information and intelligence

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 increasing 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 6.7% increase in the number of police officers and PCSOs who are female since 2009. 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. 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. In addition to this, I am working with the Chief Constable to further develop opportunities for volunteering within South Wales Police, whether through the Special Constabulary or as part of a youth volunteering scheme that will be established, providing a pathway for young people into the police family.

Focused activity for 2015-2016:

- 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 methods to **listen, understand** and **respond** to our issues that matter most to our communities, putting them at the centre of our thinking and decision making. This means that over the next year the public will see a more effective approach to communication to keep communities informed, satisfied and confident that the police are dealing with issues that matter to them.

- 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 made a significant contribution to the recent NATO conference, 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** to ensure that we develop efficient and effective policing services. South Wales Police is already a leading exponent of developing collaborative relationships with other forces, such as legal services and firearms training, and 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 and investing in areas that provide the best operational and financial returns.
- Work with the Chief Constable to establish a **youth engagement scheme** - The South Wales Police Youth Volunteers - to provide skills and volunteering opportunities to young people.
- Support the Chief Constable in informing 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 these improvements will continue through the implementation of **Programme Fusion**.

- 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.
- Turn the recommendations of our completed review of minority ethnic representation into a strategy to increase Black and Minority Ethnic representation across South Wales Police. Also to conduct a review of the recruitment, retention and progression of female staff and officers. The **workforce diversity** reviews will ensure that South Wales Police has a workforce that is proud, professional and positive, as well as truly representative of the communities it serves.
- Complete a review of the **PCSO** role with the appropriate partners in the police. This has begun with a consultation survey amongst BCU commanders to capture the Force's view of the role.
- Our successful bids to the Innovation Fund has enabled us to create **project teams** focussing on the specific areas of Violent Crime, Violence Against Women and Girls, Reducing Re-offending and offending in the 18-25 age category. Projects have also been established for Victim Services, Anti-Social behaviour and Mental Health and we will strengthen the relationships and joint governance arrangements within these project areas to ensure that the efficiencies and benefits are embedded within operational activity.

Working with Partners

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**

What we want to achieve:

An increase in reporting of Domestic Abuse and a decrease in the levels of seriousness and number of repeat incidents

Implementation of the Community Trigger and Remedy, contributing towards a victim centred response to anti social behaviour

Through areas identified from the thematic review, improve our response and that of our partners to anti social behaviour

Improve our response to victims of hidden crimes, such as honour based violence and female genital mutilation

Effective sharing and analysis of data to reduce the level of unreported violent crime and create an evidence based approach for sustainable multi-agency working to create a safer night-time economy

Provision of services that meet the needs of all victims

More effective support services for children who have been victims of crime and sexual exploitation

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 people in our communities.

To achieve this I will seek to work with partners to support our communities in the right way by better understanding their issues and the services they require. I will continue to 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, 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.

Focused activity for 2015-16:

- **Supporting victims** is a key part of my overall strategy and acts as a thread throughout all priority areas. 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, I want to develop an innovative 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 working with partners, practitioners and the public of South Wales to build on our initial work of reviewing the current support and referral mechanisms to provide an evidence-base to inform the commissioning process, as well as monitor progress to identify further improvements.
- A thematic review on **anti-social behaviour** will be undertaken to assess the effectiveness of the current policies and procedures used by South Wales Police and partner agencies, to tackle anti-social behaviour. This review will build on the recent HMIC inspection into anti-social behaviour, where South Wales Police were given a grading of outstanding, as we aim to identify outcomes to further drive down incidents of anti-social behaviour in South Wales.
- I will be implementing the **Community Trigger** and the **Community Remedy**, as set out in the Anti-Social behaviour, Crime and Policing Act 2014. My approach is not to rush into the implementation of these measures, but to work with partners in order to provide the most efficient and consistent implementation in order to effectively meet the needs of victims of anti-social behaviour. This will include working in close partnership with the Welsh Government to develop effective ways to manage noise related anti-social behaviour and the development of a victim led approach to assist landlords in their management of anti-social behaviour and work is being undertaken to develop a common IT solution to improve data sharing.
- The work to reduce the level of **violent crime** will continue by strengthening the links 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, as well as forming the basis for interventions and improving public perception.
- There have been some significant developments in the area of **violence against women and girls** – such as the launch of the Tackling Violence Against Women and Girls action plan. We have also launched IRIS (Identification and Referral to Improve Safety) to encourage domestic abuse referrals in GP surgeries. Our work in this important area continues to gain momentum as links with partner agencies and Welsh Government develop. Also linked to this is the strengthening relationship 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 seven partnership areas, to see how communities can help themselves in the process of resolving local issues through local action, with Community Speedwatch being an example initiative that has already been implemented. 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.
- We are reviewing our response to **Child Sexual Exploitation** and working to improve the safety of these vulnerable children and young people. This review has listened to the voices of children and young people, those on the margins of society – such as those trafficked and excluded – as well as those in mainstream



education. This review will encompass our multi-agency approach, identifying and sharing good practice, both online and offline.

- The work of **Police School Liaison Officers** will be reviewed to determine the most efficient use of resources and how this can be used most effectively to deliver partnership priorities.

Working with the Criminal Justice System

Priorities:

- **A more effective criminal justice system**
- **Reducing offending and reoffending in the 18-25 age group**
- **Restorative justice**

What we want to achieve:

10% reduction in young people offending

Prevent 18-25 year olds from committing criminal activity, through the provision of diversionary activities

Consistent approach to delivering restorative approaches across the South Wales Police area

Reduction in the use of section 136 for those with mental health issues through the use of more appropriate facilities

Develop an outcome-based approach to the performance of the Criminal Justice System in South Wales. Work with the National Probation Service and the new Community Rehabilitation Company and other partners to reduce re-offending.

Assess and embed the best practice arising from the Women's Pathfinder in Cardiff and Merthyr as a means of breaking cycles of offending

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.

Focused activity for 2015-16:

- **Mental health**, and the way individuals with mental health conditions 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. This project aims to map existing services and identify opportunities for earlier interventions, this will prevent inappropriate entry to the Criminal Justice System and provide alternatives for those in mental health crises.

- Continue working with partners 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 ensure that training of restorative justice meets common standards in order to develop a restorative approach across South Wales
- As part of the work to reduce reoffending and offending in the **18-25 age category**, I will work with the police and partners to continue opportunities and initiatives to provide positive community intervention for young people to divert them from criminal activity. These initiatives will include providing young people with the necessary skills to provide a positive influence within their communities through supporting employment opportunities and using the principles of youth work to address the key areas which are central to the drivers behind criminal behaviour. I will also be supporting initiatives to encourage young people from Black and Ethnic Minority backgrounds to consider a career in the police force.
- I will strengthen links with our academic partners to facilitate youth work degree student placements as a means of reviving the provision of **youth services** following recent cutbacks. This builds on existing work, such as the successful 18-21 pilot delivered by Bridgend Youth Offending Service, which will be expanded across the force area.
- Securing a sustainable model for commissioning the **Drug Intervention Programme** with partners and monitor the success of intervention work
- I 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.

- I am committed to extending the **Women's Pathfinder** programme as a mechanism for delivering a coherent approach to women-specific service provision across the Criminal Justice System to reduce arrest rates, improve community service provision and improve resettlement services. This will be achieved by developing an evidence-based operating model based on the offending profile and needs of women.



Work in Development

Priorities:

- **Understanding and addressing the needs of older people**
- **Online Safety**
- **Business crime**

What we want to achieve:

Better understanding of the needs of older people and closer alignment of priorities with the Older People's Commissioner strategic plan

A partnership approach to raising awareness of internet safety

More effective links with the College of Policing around sharing of research

An evidenced based approach to strategic decision making

A better understanding of the scale of business crime and the drivers of criminal activity within this area

I am very fortunate to have inherited the work of the Universities' Police Science Institute at Cardiff University, and over recent years have been able to extend this to include Swansea University and the University of South Wales, in order to provide a true regional approach in the development of an academic group, which both advises on research opportunities and acts as a critical friend on our processes and activity.

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 develop 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.

Focused activity for 2015-2016:

- Develop relationships with partners to understand **the needs of older people**, through involvement with the **Ageing Well in Wales** programme to ensure that older people feel safe within their communities.
- Develop a partnership to **raise awareness of internet safety and local work to tackle what I have described as "online street crime"**, working with Get Safe online and academic partners to understand the range of criminal activity and ways of addressing these issues.
- Work with the **College of Policing** and our academic partners in South Wales 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**.
- Continue to develop the use of "hotspot" analysis as the basis for **evidence-based** dialogue with each local authority and other partners
- Work with the business community to understand the scale and impact of **business crime** within South Wales and how best to develop a partnership approach to tackle crime.



SOUTH WALES POLICE • KEEPING SOUTH WALES SAFE

Our vision is to be the best at understanding and responding to our communities' needs

The Chief Constable's DELIVERY PLAN 2015/16



We will...

WORKING WITH OUR PUBLIC

- Better understand the nature of our demand.
- Embed the Code of Ethics.
- Support increased volunteering and community engagement.
- Introduce restorative approaches to our policing outcomes.
- Work with partners to provide effective support for those with mental health issues.

OUR POLICING

- Focus on preventing, reducing and investigating the crimes that affect our communities, particularly violent crime.
- Focus on protecting victims of crime, particularly vulnerable victims.
- Work with partners to reduce anti-social behaviour that affects our communities.

DEVELOPING OUR PEOPLE

- Develop everybody as a leader.
- Optimise the deployment of our resources.
- Safeguard the health and well being of all our colleagues.
- Develop a more representative workforce.

WORKING WITH OUR PARTNERS

- Work with relevant partners to open multi agency units to share information and work better together (MASH).
- Respond to the changing nature of crime e.g. Internet Crime.
- Work with our partners to improve the protection of our vulnerable with a focus on child sexual exploitation.
- Continue to develop our understanding and response to tackling violence against women and girls.

DEVELOPING OUR RESOURCES

- Introduce mobile data with new smartphones and tablets to increase our visibility.
- Introduce a new command and control system to improve accessibility to our communities.
- Bring together in a single location our serious and organised crime services and intelligence functions.
- Implement a joint blue light public service centre.



This plan represents the operational delivery of the Police and Crime Reduction Plan and will be taken forward jointly by the Police and Crime Commissioner and Chief Constable.

PROUD, PROFESSIONAL, POSITIVE

The Chief Constable's Delivery Plan 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. 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 Chief Constable's Delivery Plan to the delivery within each Basic Command Unit and to the most local level of policing.

Governance and Accountability

Since being elected, I have worked with the Chief Constable to develop a clear governance structure. This structure has provided an opportunity for my leadership team and that of South Wales Police to meet to discuss important issues and plan the strategic future of the organisation.

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 Reduction 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.

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, based on a “joint endeavour” approach. 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.

In order to ensure that this “joint endeavour” is focussed on delivering the priorities within the plan, the Chief Constable and I will introduce a more robust process for identifying and agreeing areas for review, whether they be full scale thematic reviews, project initiatives or strategic development, which will provide clear principles for delivery and accountability. This approach will be embedded into the governance arrangements to ensure that the outcomes and findings of these reviews are translated into delivering more effective services to our communities.

Forums such as Safer South Wales, the joint South Wales Criminal Justice and Integrated Offender Management 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 Police and Crime Reduction Fund (formerly the Community Safety Fund), and will act as a mechanism for reporting and monitoring progress to ensure value for money.

It is the intention that the project areas of Victim Services, reducing re-offending and offending amongst 18-25 year olds, violent crime, violence against women and girls, mental health and anti social behaviour will be governed through the establishment of project steering boards. These boards will involve key strategic leads from the Police Force and depending on the project areas key partners from external agencies

Policing priorities will be subject to the governance structures described earlier, and I will hold the Chief Constable to account through my 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

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

Set out below is an overview of the high level governance arrangements I have established, and which covering the key statutory responsibilities of a Police and Crime Commissioner, namely policing, partnership and criminal justice.

These groups have been established to enable me to both monitor activity and 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.

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.

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. Recent developments have seen the merging of the South Wales Criminal Justice and the Integrated Offender Management Boards, which brings together local bodies in the Criminal Justice System to provide mechanisms for sharing best practice, 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.



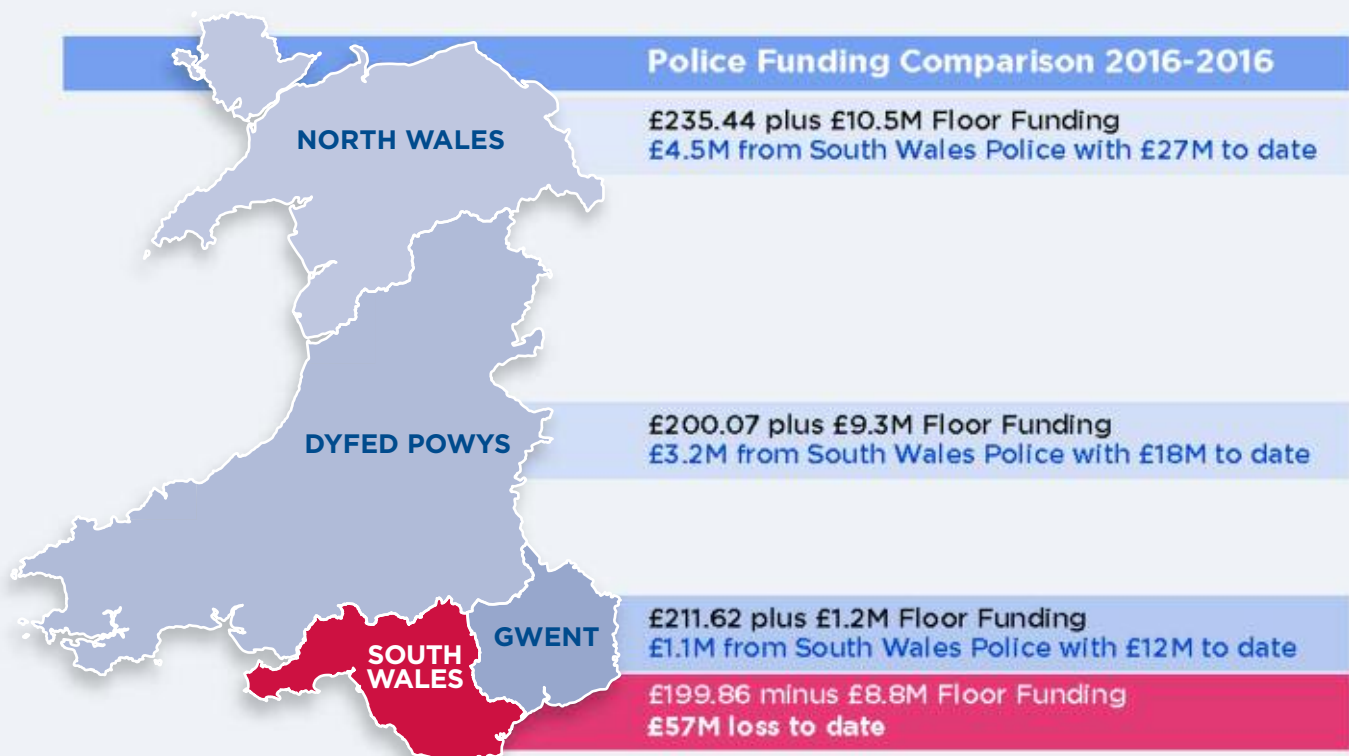
Finance

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.

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. The initial announcement translated into a real terms reduction of 20%. However, this reduction was added to over successive years resulting in a real terms reduction of 25%. Whilst there have been no detailed announcements in respect of 2016 to 2019, there are indications within the assessment of the Office of Budget Responsibility and the Institute of Fiscal Studies. Using these assessments, the Medium Term Financial Strategy assumes further cash cuts of 4%

per annum through to 2019. 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.

The cuts imposed on South Wales are made worse by a police funding formula which is broken. The formula gives each police force in Wales and England the same cash cut, irrespective of need. The formula ignores Cardiff's status as the capital city of Wales and includes an "area cost adjustment" that benefits forces bordering Wales but not Welsh forces. In particular, the formula takes £8.8m from South Wales and re-distributes this funding to the other 3 Welsh police forces. South Wales has lost £57m from this arrangement to date. Without this subsidy to the other Welsh forces, we would not be facing the £8 million cut in grant.



The chart on page 52 shows how this grant is redistributed and the band D council tax for each of the Welsh police forces:

The refreshed medium term financial projections 2015 to 2019 are summarised in the graph below. The overall budget gap of £49m in 2014/15 has increased to £61m in 2015/16. This £61m gap is bridged through a Value for Money plan target to March 2016 of £39m and additional income from police precept of £22m, effectively a 2:1 ratio between savings and precept. Having delivered £32m of cash releasing efficiency savings by March 2015, this leaves a further target of £7m savings to achieve a balanced budget in 2015/16 and plans are well in hand to deliver the £7m. The graph below also shows that the value for money target will extend to £71m by 2018/19. This means that a further £32m (£71m less £39m) of savings will be needed. £9m of savings initiatives have been identified but this still leaves £23m of unplanned cuts.

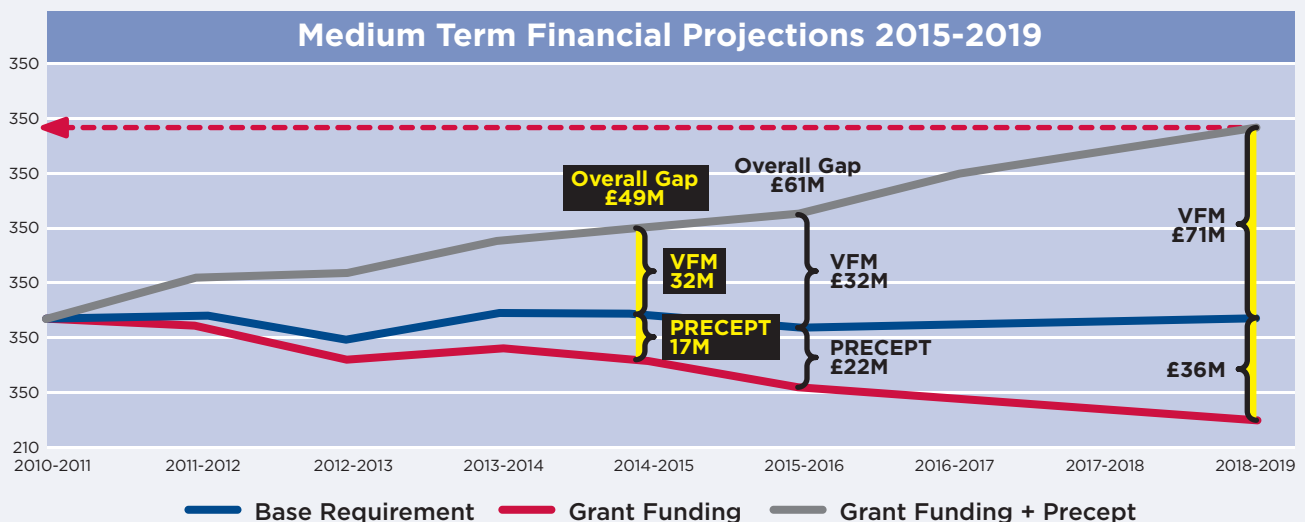
Council tax is one area I have some discretion when I set the precept. While 63% of the police income comes from Central Government, the remaining 37% is provided through council tax. For 2015-16, I set this at £199.86 for a Band D household. This is the

lowest level in Wales and £35 less than North Wales. Each 1% on council tax in South Wales raises approximately £950,000. This is equivalent to 19 police officers or 32 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.



Communication

The Chief Constable and I have developed 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.

To reflect this we are moving to an integrated website which will provide information about the Chief Constable and

the Commissioner. It will include everything about South Wales Police from the Police and Crime Reduction Plan to the Force Delivery Plan, as well as advice and guidance on crime prevention, information on local policing, your right to information and the ongoing work to deliver priorities. We are also committed to encouraging the use of clear, simple language and ensuring all our documentation is bilingual in support of our Welsh Language Scheme and the upcoming Welsh Language Standards.

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.



Conclusion

This plan is published as we enter the third full year of the new process and marks a significant change of gear. As time has gone on, I and Chief Constable Peter Vaughan have developed a particular and rich approach to partnership working by encouraging our colleagues to push the boundaries of delivery and engagement. They have responded with commitment and enthusiasm as have our many partners, particularly in local government, in the NHS and in our local communities. In times of “austerity”, everyone is having to do more with less but if we “shrink together, not apart” we can continue to make all our communities safe and confident while responding quickly and effectively when “bad stuff” happens. This year’s document has set out our successes so far and our vision and ambition for the future.

I hope you share both!

Contact

Find out more about the role of the Police and Crime Commissioner in the following ways:

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Police and Crime Reduction Plan

2015 - 2018