

Police



SOUTH WALES
POLICE AUTHORITY

LEGACY STATEMENT

1995 - 2012



INVESTOR IN PEOPLE
BUDDSODDWYR MEWN POBL

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Foreword from the Chair

Police Authorities will be replaced by Police & Crime Commissioners in November 2012. As the final Chair of South Wales Police Authority, I am proud of the legacy we will leave behind.

The legacy statement of South Wales Police Authority provides an overview of the achievements that our Members have made since 1995, when the Authority became an independent organisation. Our statutory duty has been to ensure an effective and efficient police service, and to hold the Chief Constable to account. The legacy statement shows how we have achieved this.

Police Authorities have sometimes been criticised for being anonymous and ineffective. This document aims to dispel that myth, highlighting the range and quantity of the work we have been involved in, and the difference we have made to the South Wales Police Force over the last 17 years.

One of the main reasons that we have been able to achieve such positive results as a Police Authority, is because of the excellent working relationships we have had with our Chief Constables, both past and present. We wish to thank them for this. Thanks are also passed to the Members and Officers that have been part of this organisation, all of whom have played an integral role in our lasting legacy.

Mr John Littlechild MBE JP
Chair of South Wales Police Authority



Foreword from the Chief Constable

November 2012 brings about one of the most significant changes to Policing for decades, the advent of the Police and Crime Commissioner and transition from the Police Authority. It is important to recognise the tremendous support the service has received from South Wales Police Authority over the years, to assist us in achieving the success we see today.

The legacy statement of South Wales Police Authority is a celebration of the achievement of South Wales Police Authority and South Wales Police. The delivery of this success is founded on a strong relationship crafted over many years with the Members and the Chief Executive's Office.

Policing in Wales is particularly challenging in the current climate; but with what I would describe as an enviable relationship with the Authority, we have delivered a 29-year low in crime levels, an increase in crime detections and an increase in public confidence by 20% since 2007. The service has delivered significant efficiencies to meet the austerity challenge with the support, governance and scrutiny of the Police Authority.

South Wales Police is in a strong position to meet the current and future needs of the communities of South Wales. I am immensely proud of what has been achieved and would like to personally thank South Wales Police Authority Members for the strong legacy they leave and their support and dedication to the delivery of policing to South Wales.

Mr Peter Vaughan
Chief Constable of South Wales Police



KEY MESSAGES AND ACHIEVEMENTS

- Crime levels in South Wales are the lowest they have been for nearly 30 years.
- South Wales Police is the 10th most improved Force in Wales and England for reducing crime. Recorded crime in the Force area dropped by 39% between 1995-96 and 2011-12 (from 143,018 to 87,350). This is equal to 55,668 fewer victims of crime each year.
- The number of incidents reported to the Force reduced from 504,000 in 2006-07 to 437,000 in 2011-12.
- Crime detection rates have risen from 24.5% in 2006-07 to 32.8% in 2011-12.
- Satisfaction of victims improved from 78.2% in 2004-05 to 86.6% in 2011-12. The Force moved from 43rd national position for overall satisfaction in 2007 to 12th position by 31st March 2012. The satisfaction gap between Black & Minority Ethnic and White victims is also closing.
- Public confidence was first introduced as a national target in 2009-10 and South Wales Police showed the greatest increase nationally in the initial 6 months, moving from 40% to 46.9%. By March 2012 public confidence had risen to 60.1%
- The Force has improved from being, at one time, the worst performing Force in England and Wales for police officer and police staff sickness absence. Average working days lost per year have decreased from 13.8 per officer in 2000-01 to 9.3 in 2007-08, and 15.4 per police staff member in 2000-01 to 9.7 in 2007-08. With sickness absence now measured in 'hours lost', targets continue to be met and exceeded.
- Service delivery to the public has been transformed by introducing the 'one stop shop' Public Service Centre.
- During the period 2001 to 2011, £30 million of cashable efficiencies were achieved and £19 million of efficiencies were delivered through Project Reform and the Value for Money Plan. This was the highest sum in any single year since the inception of the Police Authority.
- The Value for Money Plan outlines how the funding reductions of the Government's Comprehensive Spending Review will be satisfied, whilst maintaining visible and accessible policing and the essential services that support the front line. Positive assurances have been provided to the Police Authority by Her Majesty's Inspectorate of Constabulary (HMIC) and Wales Audit Office on their Financial Management and Value for Money arrangements.
- Members have consistently ensured that the Authority has been financially prudent, which is why the South Wales council tax precept level remains the lowest in Wales.
- In 2000, 1.3% of South Wales Police officers were from a Black or Minority Ethnic background. By 2011 this had risen to 2.2%.
- In 1999, 13.5% of South Wales Police officers were female. By 2012 this had risen to 23.8%. The Police Authority also appointed the first female Chief Constable in Wales when we appointed Barbara Wilding in 2003.
- In 2012, the Force moved to 23rd in the Stonewall Top 100 Employers index - a list of Britain's most gay-friendly workplaces. This rating was the highest among Wales Police Forces and the second highest-rated UK Police Force in the 2012 list.
- Between April 2002 and March 2012, our volunteer Independent Custody Visitors made 5094 visits to custody, checking on the welfare of 7774 detainees.

INTRODUCTION

South Wales Police Authority is the independent body, which has overseen South Wales Police to make sure that our communities have received a first class policing service. The Authority became an independent organisation on 1st April 1995.

Our membership has been made up of 10 Councillors and 9 Independent members. These Members have represented the communities of South Wales and have acted as the bridge between the public and the police.

Our Area

Although geographically small, the South Wales Force area has responsibility for 42% of the Welsh population. Our area also attracts an estimated 25 million visitors each year and stages nearly 200 major events. A total of 47% of the crime in Wales occurs in the South Wales Force area.

We cover the seven local authority areas of Bridgend, Cardiff, Merthyr Tydfil, Neath Port Talbot, Rhondda Cynon Taf, Swansea and Vale of Glamorgan.

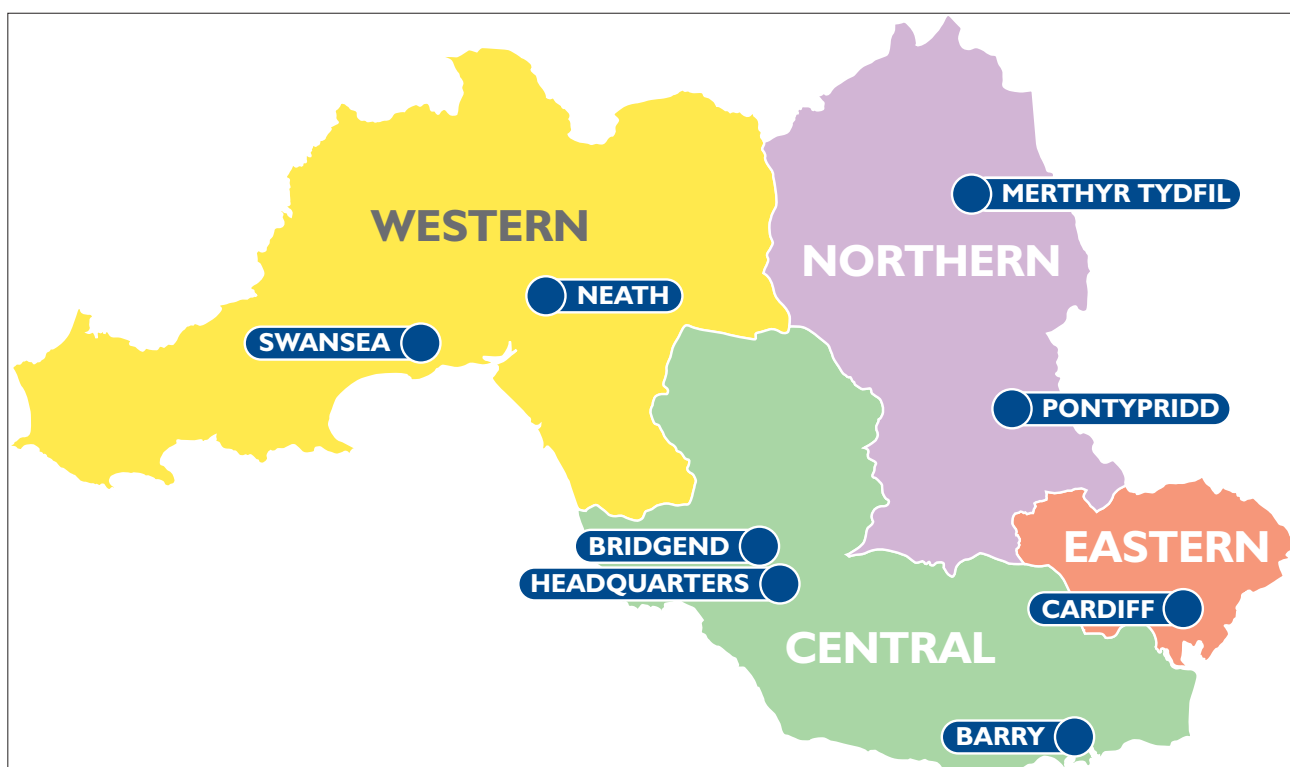
The South Wales Police area is split into four policing divisions (Northern, Eastern, Central and Western). These are known as Basic Command Units (BCUs).

It is a diverse region, boasting urban, rural and coastal areas and features two of the three large cities in Wales – Swansea and the Capital City, Cardiff.

The scale and complexity of the incidents routinely dealt with by South Wales Police make the Force unique within Wales. In a recent benchmarking exercise, Her Majesty's Inspectorate of Constabulary (HMIC), showed us to have the 5th highest demand for policing services in England and Wales.

Each year, South Wales Police:

- Deals with around 430,000 incidents
- Receives over 200,000 emergency 999 calls
- Makes over 38,000 arrests
- Deals with over 87,000 crimes



Police Authority Responsibilities

The overall duty of the Police Authority has been to ensure an efficient and effective police service, by holding the Chief Constable to account.

Our duties have included:

- Setting the policing priorities, following consultation with the public and the Chief Constable
- Publishing an Annual Policing Plan and Annual Report
- Appointing and, if necessary, dismissing the Chief Constable, Deputy and Assistant Chief Constables
- Holding the Police Fund and maintaining accounts
- Setting the police precept of the local council tax
- Investigating complaints made against Chief Police Officers
- Monitoring complaints of police staff and officers up to the rank of Chief Superintendent
- Monitoring Force performance
- Scrutinising the work of the Police Force to ensure practices have been efficient and effective
- Promoting equality and diversity in the Force and Authority
- Hearing police staff appeals against dismissal
- Adjudicating on forfeiture of police pensions
- Maintaining an effective Independent Custody Visiting Scheme
- Complying with directions from the Home Secretary in relation to budget requirements, performance targets or following an adverse report by HMIC.

Police Authority Members and Officers have carried out their roles with dedication in order to deliver on these responsibilities. Over the last three years, each Member has given an average of 28 full working days per year to their role and has attended an average of 38 meetings or events per year.

In order to carry out our business in the most effective way, the Authority has worked within a comprehensive governance structure to oversee the work of the Force. This has included the existence of a number of sub-groups, each with their own specialism.

The sub groups have concentrated on performance, audit and scrutiny, equality, human resources, community engagement, quality of service and protective services.

They have been made up of a small number of Police Authority Members, who have scrutinised and monitored each area of the policing business. The groups have been chaired by an allocated Police Authority Member who has taken lead responsibility for that area of business.

Our governance structure was highlighted as a particular strength within an inspection by HMIC and the Wales Audit Office in 2010.

PERFORMANCE

Performance Monitoring

Performance monitoring has been a primary area of work for the Police Authority. This has included setting appropriate priorities and targets for the Force, monitoring any ongoing trends and identifying reasons why performance has or has not been improving.

Members have scrutinised Force performance in detail through the Performance Monitoring Group. This has enabled Members to identify where improvements have been needed.

In 2009-10 the Authority agreed a five-year programme of targets for the Force, which was both challenging and ambitious. This was underpinned by three principles:

- 1 No performance target figures were to be lower than those set for the previous year
- 2 The Force was to aim for an average Most Similar Force (MSF)¹ position within 12 months
- 3 The Force was to aim for an MSF position of first or second within three years.

These driving, ambitious targets were set before the funding challenges were imposed. Since the Comprehensive Spending Review announcement, the Authority Members have worked closely with the Chief Constable to ensure that performance levels for the Force have continued to improve, despite the cuts. To date, these have been maintained, and targets continue to be achieved.

The Police Authority has been determined to continue the lowering of crime levels. This has been achieved through the Authority acting as an effective critical friend, having regular meetings and discussions with Force Chief Officers.



Confidence and Perception

In considering the performance of the Force, it has been important to measure public confidence in the police service and the perception of crime in local areas. This has been measured, in particular, through surveys from the Force and the results of the national British Crime Survey. Members have monitored and scrutinised public perception closely to look for improvements.

Public confidence was first introduced as a national target in 2009-10 and South Wales Police showed the greatest increase nationally in the initial 6 months, moving from 40% to 46.9%. By March 2012 that had risen to 60.1%. Members have been impressed with this performance and have continued to push for further improvements.

¹All police forces in England and Wales are allocated to a 'Most Similar Force' (MSF) group by the Home Office for performance comparisons. The South Wales Police MSF consists of Cleveland, Durham, Lancashire, Northamptonshire, Northumbria, Nottinghamshire, South Wales and South Yorkshire.

Crime Reduction

As a Police Authority, we realised that as well as bringing in new initiatives to help prevent crime and make the service more efficient, there needed to be a reduction in the number of offences committed.

This has been one of the key priorities for the Police Authority, as it was a measurable way to establish improvements within the service. Our long-term programme of target setting, which has provided a consistent challenge and a focus on continuous improvement, has had a significant impact on crime reduction.

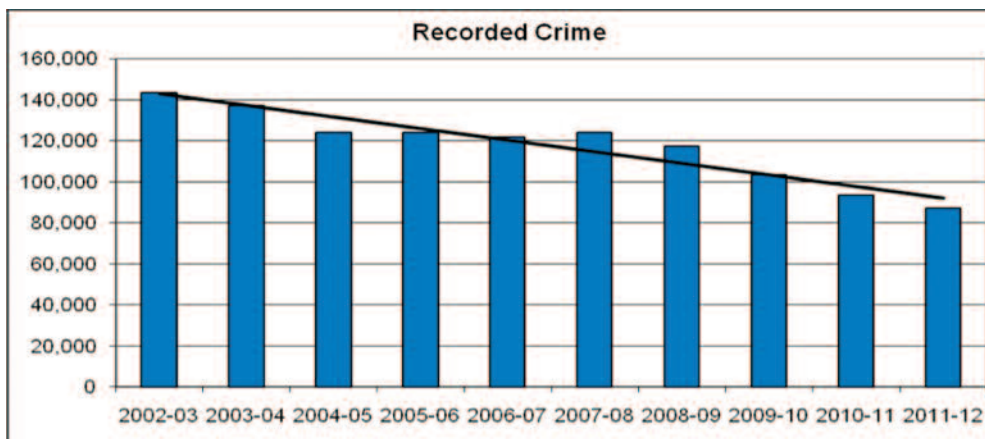
There has been a 39% drop in overall crime since 1995-96, which is equal to 55,668 fewer victims each year. In 1995-96 there were 143,018 recorded crimes compared with 87,350 in 2011-12.

Between April 2011 and March 2012 alone, there was a 6.9% drop in crime, which was equal to 6,440 fewer victims. The crime levels in South Wales are now the lowest they have been for nearly 30 years.

This performance reduction has been achieved, despite the financial pressures, as a result of:

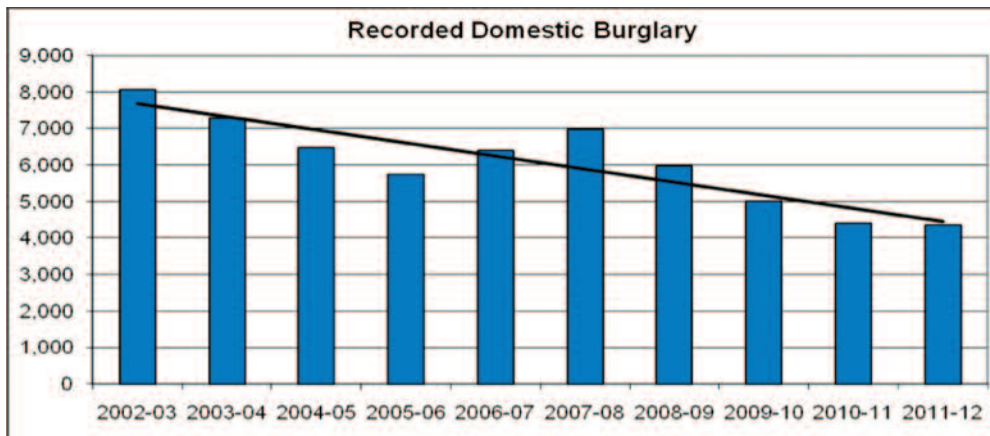
- The hard work of all of the police officers and staff within South Wales Police
- The determination of the Chief Officer team, appointed by the Police Authority
- The scrutiny, monitoring and target-setting of Police Authority Members, who have asked serious questions of the Force when performance has dropped and have continued to look for improvements when it has been increasing.

The graph below shows the decrease in recorded crime over the last ten years, from over 140,000 to under 90,000 crimes per year.



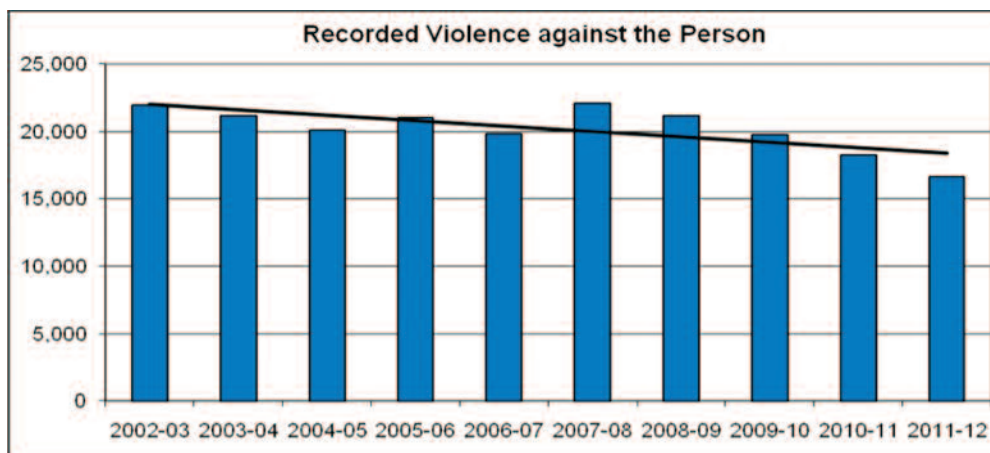
Domestic Burglary

Recent Home Office figures show a significant reduction in the number of homes burgled in South Wales. The graph below shows how this has improved significantly since 2002-03.



Violence against the Person

There have also been significant reductions in recorded crimes involving violence against the person, as shown in the graph below. A high proportion of this type of crime is alcohol related, and the Force has continued to work with partners and the business community to tackle these issues.

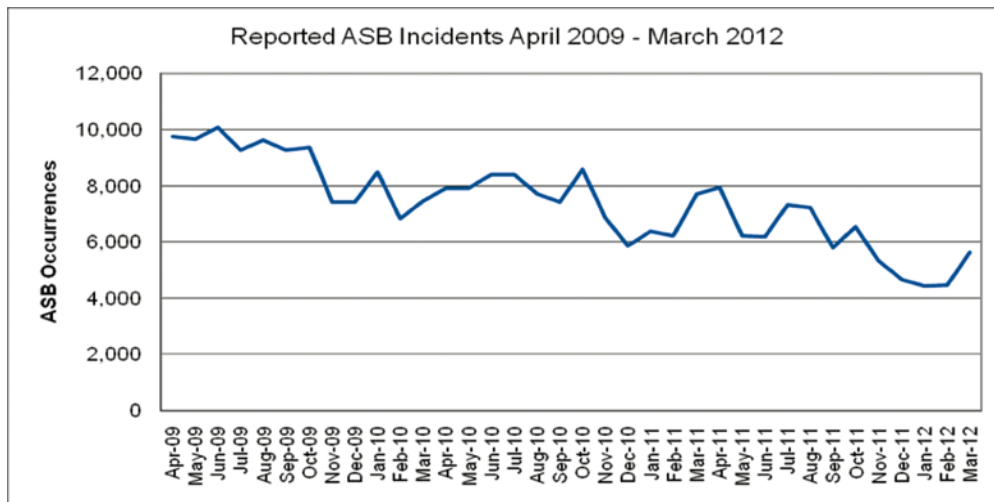


Anti-Social Behaviour

Our consultation results with the public have regularly shown us that tackling anti-social behaviour has been a priority for our communities.

Authority Members have strongly encouraged the Force to tackle anti-social behaviour concerns and have been pleased with the initiatives the Force has introduced to do this. This has included the introduction of an anti-social behaviour database, which is used by partner agencies across South Wales.

The graph below highlights the fall in the level of anti-social behaviour over the last three years.



Detection Rates

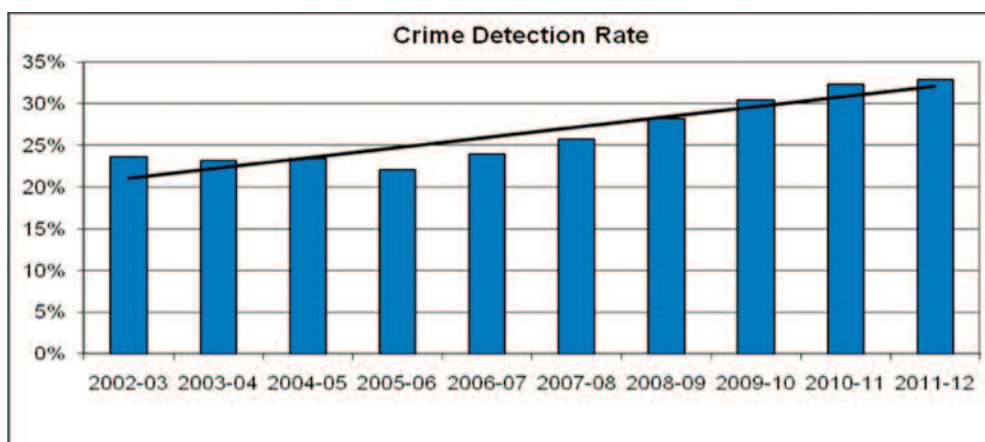
Along with reducing the amount of crime that occurs in South Wales, the Authority Members have placed tough targets on the Force in relation to the number of crimes detected.

Members have consistently looked for detection rate improvements, as they recognise that a reduction in crime needs to be complemented with an increase in detection rates to improve public confidence.

Over the years, there have been fluctuations in detection rates. In 1995-96, 31% of crimes were detected. This dropped to 24.5% in 2006-7. Pleasingly, by 2011-12, detection rates had increased to 32.8%. Detections for violence with injury have improved by 12.5% to 57.3% during the last year and detections for most serious violence improved by 15.2% to 68.5% during 2011-12.

Authority Members have had a significant impact on this, by putting in place an excellent Chief Officer team and constantly questioning and pushing the Force to improve performance through the Performance Monitoring Group.

The increase in detection rates over the last ten years is outlined in the graph below.



Victim Satisfaction

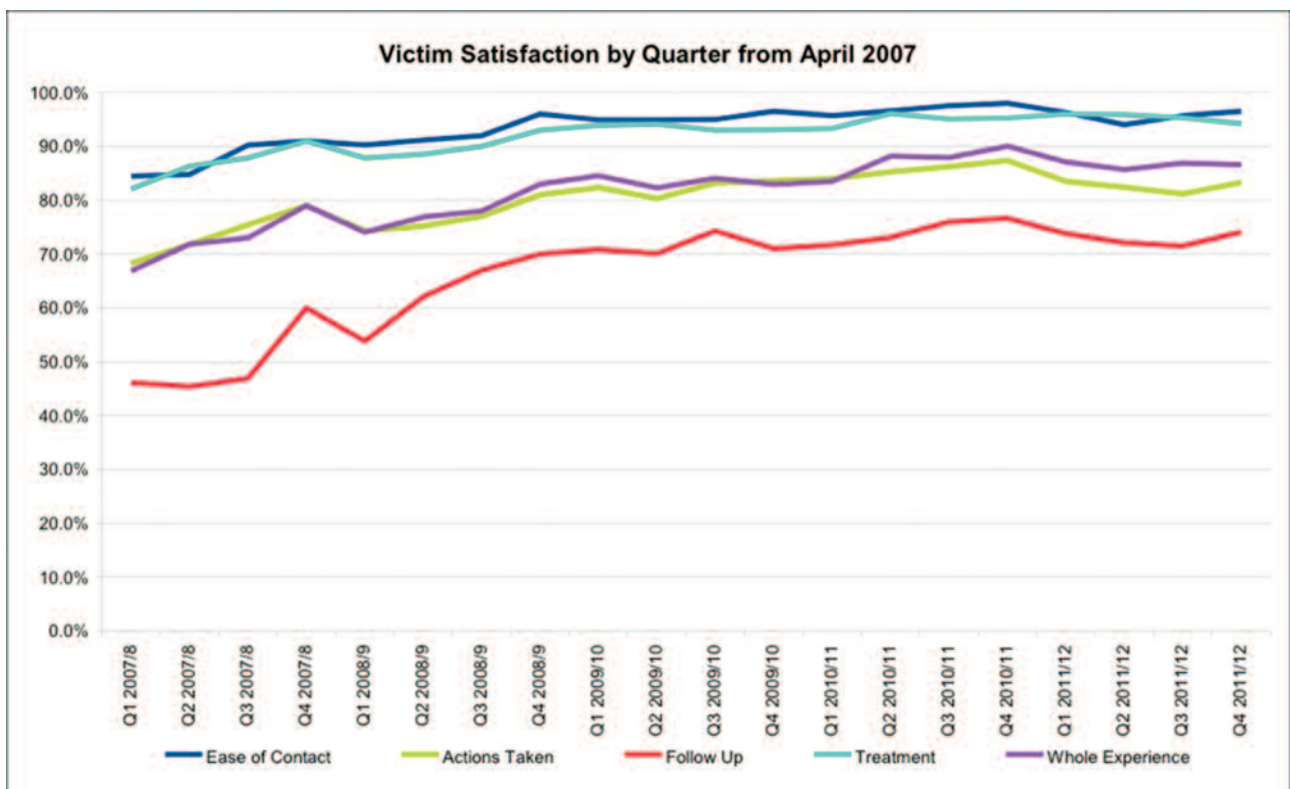
The Police Authority has had a responsibility to contact victims of crime to assess their satisfaction with the service they have received from the Force. The Force has carried out this duty on our behalf, and Members have monitored the process.

Each police force is assessed on five areas of service provision: ease of contact, actions taken, follow up, treatment and whole experience.

For a number of years, Members were very concerned with the service satisfaction figures, as South Wales Police was placed 43rd out of 43 national forces in terms of satisfaction rates. In particular, the satisfaction for the follow-up to victims of crime was very low, meaning that victims were not being provided with enough updates on the progress of investigations. The chart below highlights the improvements which have been made to change this over recent years.

March 2012 data shows that the Force has moved from 43rd national position to 12th position for the satisfaction of the 'whole experience' following the reporting of a crime. This is clearly a positive improvement that the Authority and Force are proud of.

The Authority has supported the Force in improving victim satisfaction. This has included approving the introduction of an in-house survey team, which has allowed for victim's issues to be researched and responded to.



Attendance Management

In 2001, the Police Authority highlighted that attendance management was a concern within the Force. Members were concerned that too much policing time was being lost as a result of sickness absence. They felt that work needed to be carried out to understand the reasons behind the high absence levels and to press for measures to be put in place to effectively address attendance management procedures and provide any additional support that officers or staff needed.

Since then, the management and measurement of attendance has been strong within the Authority, and absence levels have reduced significantly in the Force.

In 2000-01, the average number of working days lost through sickness per police officer was 13.8. The average for police staff was 15.4 days. Due to the work put in place, and the monitoring by the Authority, this average dropped to 9.3 days for police officers in 2007-08, and 9.7 days for police staff.

Since 2008, sickness absence has been measured in 'hours lost' and the Police Authority has set targets for the Force in accordance with the new measurement methods. Most recent 2012 figures show that the targets have been met and exceeded for both police officers and police staff.

INVESTMENT IN TECHNOLOGY AND ESTATES

Information & Communication Technology

Over the last 17 years, there has been vast growth in the use of Information Technology within the police service. This has been particularly critical to ensure effective performance within the Force.

Police Authority Members have been committed to improving the performance of the Force through significant investments in new equipment and software that help to improve the policing business. Our investments have not only led to performance improvements but to significant savings.

When approving systems, Authority Members have questioned and scrutinised the potential benefits they could bring to performance, ensuring that the right decisions have been made to lead to the most positive outcomes.

Our investments have included:

Niche

This is a records management system, which has allowed for the connection and sharing of information between different departments in the Force. It has created significant time savings for police officers and staff and has also been recognised as a major contributor in the increase of crime detections.

Mobile Data

One of the great advances for the police service in recent years has been the increased use in mobile data technology, funded by a Home Office/National Policing Improvement Agency (NPIA) project. This has included providing hand held computers and mobile phones to community officers, which has enabled PCSOs and Officers to leave their police stations more often so that they can work within their local communities.

Support and approval for these investments has been granted by the Police Authority, which has been a collaborative venture with other forces in Wales.

iR3 system

The Police Authority agreed to the procurement of the IR3 Resource Management and Decision Support Solution. This is an innovative ICT support system designed for the organisation's need to deploy staff and vehicles in response to relatively unpredictable levels of demand. It monitors against organisational targets, and pinpoints excess and insufficient resources, helping to make performance transparent, and managers accountable.

The system is able to track vehicles and officers, which allows for more efficient responses to incidents. The Police Authority's approval of this system underpins our commitment to improving Force performance against the single confidence target and neighbourhood policing. Having the IR3 system as part of the Fleet Strategy led to £1.1 million of savings in 2011-12 alone.



Automatic Number Plate Recognition (ANPR)

The Authority approved the introduction of Automatic Number Plate Recognition cameras across major roads in South Wales, which has contributed to enhanced crime detections and improved Force performance.

Estates

South Wales Police Authority has been responsible for the largest estate of any Police Force outside London. Many of the buildings and premises we have are old, in the wrong location or are in poor condition.

In order to be an effective police service, which is fit for purpose for modern day requirements, the Police Authority has put in place a long term Estates Strategy. This has included investing in new police stations and renovations in the places where they were most needed, and disposing of older, unused properties.

So far, around £30 million has been spent on projects the Authority has supported, including:

- Cardiff Bay Police Station
- Swansea Central Police Station
- Neath Police Station
- Aberdare Police Station
- Porth Police Station
- Treforest Police Station
- Talbot Green Police Station
- Barry Police Station
- The opening of a Scientific Support Unit in 2006. This provided South Wales Police with state of the art facilities to investigate crime effectively and efficiently.

Bridewells

As well as being a state of the art police station, the new Cardiff Bay building has also become a Bridewell, where detained people from Cardiff and the Vale of Glamorgan can be held in custody within one of the 74 cells available. This model has proved to be an efficient way of handling detainees because police officers, staff and expertise can be held under one roof.

Due to the success of this project, the Police Authority has approved the building of three further Bridewells. Along with the Bridewell at Cardiff Bay, this will provide them at four strategic points in the South Wales area. It is hoped that this will improve efficiencies further.



FINANCE

Budget

South Wales Police Authority has had the key responsibility of setting and holding the budget for the Force, which for 2011-12 stood at £249 million. This has involved continuous monitoring of the accounts and reserves, and setting an appropriate level of council tax precept. In addition, the Authority has worked diligently to deliver efficiency savings across the service and has carefully monitored and scrutinised expenditure throughout the year.

A total of 73% of the funding for a Police Authority has been made up of Government funding and 27% has come from the Local Police precept element of council tax.

The Government funding consists of Central Government and Welsh Assembly grants. The level of these grants is determined using a funding formula, which takes into account different aspects of policing, including the size of the area and how busy the Force area is. For 2011-12, the funding formula showed that that South Wales Police should have received £7.99 million more than the £170.3 million which was actually received. This was because the money had to be re-allocated to other forces to give them a minimum amount of funding.

South Wales Police is responsible for policing Cardiff, our nation's capital city, yet this has not been reflected in our funding. The Authority has argued that it cannot be right that Lothian and Borders and the Metropolitan Police Service receive additional funding for policing the capital cities of Edinburgh and London, yet we do not receive anything for the additional responsibilities of policing Cardiff. Members and officers have extensively lobbied politicians in Westminster and the Welsh Government to achieve fair funding on behalf of our communities, and we hope that this will be continued by the Police & Crime Commissioner.

The Police Authority has been responsible for setting the council tax precept each year. This has always been a difficult decision for Members, who have had to balance the requirements of the Chief Constable with the need to keep the tax liability on the public to the minimum.

The increases imposed by the Authority have always been carefully considered and required to ensure the Force has been as effective as possible. Members have consistently ensured that the Authority has been financially prudent, which is why the South Wales council tax precept level remains the lowest in Wales, by over £30 each year.

In setting the budget, Members have ensured that the finances have been consistently monitored through the year. This has been carried out via our Audit and Scrutiny Group and at full Police Authority meetings.

Efficiency Savings

The requirement to develop annual efficiency plans in the police service was introduced in 1999-2000. The initial target was 2% - of which 1% was to be cash releasing efficiency savings and 1% non-cash releasing (productivity improvements). The target was increased in 2005-06 to 3% annual efficiency savings with half of these being cash releasing. Due to the historic under-funding of South Wales Police, we have had to exceed the national targets to achieve a balanced budget, which in latter years has been achieved through budget cuts.

In 2007-08, Police Authorities were expected to deliver a further efficiency target of 9.3% for the period 2008/09 to 2010-11. During 2009-10 this efficiency target was increased yet again with a requirement to deliver a further 1% of efficiency and productivity gains of increasing the overall target to 10.3% by 2011.

Throughout all of this, we have achieved, and exceeded these tough targets, which have helped us to address the further funding restrictions, extended following the Comprehensive Spending Review in 2010.

The cumulative cash releasing savings of £68 million over the period, coupled with productivity gains to date result in a total efficiency improvement of well in excess of £100 million or 33% of gross expenditure. This is a considerable achievement when considered in conjunction with substantial operational improvements through reductions in crime and victims of crime.

Funding Challenges

The Comprehensive Spending Review 2010 set out the Government's four-year plan to address the national budget deficit, and aimed to reduce public expenditure by £81 billion.

The impact on South Wales Police was a reduction in resources of 20% in real terms, with 85% of the reductions falling within the first two years (during 2011-12 and 2012-13). This was the greatest reduction in police funding for a generation and the pace has been unprecedented. The overall budget deficit to 2016 is forecasted to be £47 million, and when inflationary factors have been taken into consideration this rises to £55 million.

This has been one of the most challenging periods for Authority Members, and the challenge will continue to face the incoming Police and Crime Commissioner.

Given that over 80% of the police budget is spent on staff pay, reductions in staffing levels for both police officers and staff have been unavoidable.

Following careful consideration of the budgetary constraints, Members approved the Medium Term Financial Strategy, outlining planned savings equivalent to a reduction of 688 staff - 256 officers and 432 staff members over the four year period.

The Authority and Force have worked to achieve the results by reducing police numbers through natural retirement and through difficult decisions to retire some officers with more than 30 years service by using the A19 police regulation process. For police staff the reduction has been achieved through a combination of natural wastage, early voluntary retirement and a minimal number of redundancies.

When making these decisions, Members have taken into consideration the requirements of local policing, representations from trade unions and the need to balance the budget. They have also considered risk management issues, particularly those arising from the cut in staff and officers. Whilst it was clear that reduction of such scale would obviously have an impact, every effort has been made to ensure that the impact on the delivery of services to our communities has been minimised.

The Medium Term Financial Strategy recognised some of the resources required to mitigate the risks, including the need to address custody provision and operational hubs; and the need to address fleet maintenance provision, and realise collaborative opportunities.

The work carried out in this area has been highlighted during a recent HMIC inspection, where it was considered to be progressing well and able to meet the challenges ahead.

Project Reform

The Reform programme was introduced in support of the Chief Constable's ambition to design a service which is fit for purpose and puts customers, victims, witnesses and the public at the heart of everything we do. It enabled specific areas of Force business to be redesigned where necessary in order to achieve these aims.

As a result of Project Reform the Force and Police Authority have achieved full-year savings in excess of £17 million, with £2.9 million being realised from the work-streams detailed overleaf.

Due to the complexity of Project Reform a specific governance process was developed, to ensure transparency of decisions, participation, equality and inclusiveness, accountability, and efficiency and effectiveness for every aspect of the project's work.

This governance process included a Quality Assurance Panel that consisted of several members including two Police Authority Members, one of whom acted as Chair. The panel has introduced an enhanced form of scrutiny, challenging the cost effectiveness of processes whilst having an eye on performance and the effect of any changes on the communities served by the Force.

The project has consisted of a number of work streams to date:

Public Service Centre (PSC) – the PSC work-stream's aim was to improve customer service at the first point of contact; transforming the three Area Control Rooms and Contact Management Centres into a single hub for call handling and resource deployment.

Admin Support Units (ASUs) – The ASU manages much of the paperwork and information needed to make sure crimes or incidents are processed. The aim of this work-stream was to bring together the units that undertook these functions to identify gaps, eliminate the repetition, and ensure a consistent approach to implementation.

Analysts – The analyst work-stream aimed to review the functions of crime and performance analysis. Both functions are critical to the fight against crime, providing officers with a significant amount of information about crimes that have happened, patterns of crime that might happen and areas and groups of people that might be more prone to experiencing crime than others.

Force Business Centre (FBC) – The FBC work-stream aimed to review the financial administrative support functions including Procurement and Estates, in order to provide a more cost-effective service to BCUs and departments, recognising the duplication of effort between the centre and BCUs/departments.

Communities & Partnerships – This work-stream focused on functions including neighbourhood policing, youth offending, minority support and Princes' Trust. The aim was to review the form and function of a corporate department versus local delivery on the BCUs; taking into account the cross functionality with external organisations.

Public Protection Unit – This work-stream aimed to review the functions and level of service provision in the Public Protection arena, examining the need for localism versus centralism. It focused on the risks to South Wales Police, evaluating the functions and the means of service provision.

Disclosure – The disclosure work-stream aimed to review the processes of disclosure; a complex area of business and one with significant risk. Having reviewed in excess of four hundred processes, the team recommended the need to bring together the disparate areas and create multi functional pools, providing efficiency savings and greater resilience.

Station Opening Hours – Work was initially undertaken to scope the demand at the front desks across the Force area and determine a cost effective way forward for service provision. Following the initial review it was recommended that a more detailed analysis be undertaken, and that this work be looked at as part of a wider Accessibility Strategy.

AUDIT AND SCRUTINY

Audit

South Wales Police Authority has worked with internal and external auditors to ensure we have been efficient and effective. The auditors have provided independent scrutiny into the work of the Force and Authority.

Our internal auditors have been able to provide us with reviews and updates on different areas of our work, giving us professional opinions on the effectiveness of the risk management, governance and control frameworks.

Regular audit reports have been submitted to the Authority for consideration, offering different levels of assurances and recommendations for improvements regarding practices within the Force or Authority.

Members have been in a position to consider these and scrutinise the improvements put in place as a result.

A considerable amount of work has taken place on audit, with Members having received over 25 reports each year. Between 2007-08 and 2011-12, 168 internal audit reports were considered by Members. An overview is provided in the table below.

Year Completed	Audits	Substantial Assurance	Adequate Assurance	Limited Assurance	Other
2011-12	29	6	21	2	0
2010-11	27	7	15	4	1
2009-10	36	15	9	2	10
2008-09	36	13	10	5	8
2007-08	40	16	11	4	9

Audit reports have been completed on a range of issues, including:

- Payroll
- Estates
- Freedom of Information
- Efficiency Savings
- Budgetary Control
- Firearms Licensing
- Media Relations
- PAYE Review
- Seized Property
- Treasury Management
- Sponsorship
- Procurement

The Authority has also been subject to internal audit and scrutiny, and this has included looking at Members' Allowances and Expenses, Corporate Governance and Performance Management Framework. These have all resulted in Substantial Assurance levels being received. In 2010, our corporate governance structure was audited, and it was found that we had in place "a sound system of internal controls designed to achieve the system objectives".

External Audit

In addition to internal audit work, Wales Audit Office has been the external auditor for the Authority. Their role has been to monitor our spending, to ensure we have been accountable and have offered the best possible value for money. Regular inspections have been carried out by the Wales Audit Office and each year, an Annual Audit Letter has been provided. Members have also received regular updates from the Wales Audit Office, who have attended meetings of the Audit and Scrutiny Group.

We have always looked to improve our position in terms of financial and budgetary control, and have made significant progress.

In 1994-95, the District Audit Management Letter from the Wales Audit Office stated that 'Budgetary control has been one of the main problem areas for the Force over the past few years...In addition to the undoubted budget constraints imposed by the financing limits, control within the allocations has been poor'.

In 2010-11, the Annual Audit Letter was particularly positive, and stated that 'the Authority has an effective internal control environment which reduces the risk of material misstatement to the financial statements'. In 2012 the auditors stated that 'there were no significant concerns about the qualitative aspects of accounting practices and financial reporting'.

Scrutiny Panel

In 2009 South Wales Police Authority agreed to introduce an additional layer of scrutiny in the form of a Scrutiny Panel, made up of six Authority Members. The Panel was linked to the Audit and Scrutiny Group within the governance structure. However, Members from all Groups could call in an area for scrutiny.

The main function of the Scrutiny Panel was to challenge the Force on an agreed subject and to provide a report to the full Police Authority, outlining any recommendations that required approval. Key to this was working with partners wherever necessary.

The principles for the scrutiny work were:

- To provide a 'critical friend' challenge to decision makers
- To reflect the voice and concerns of the public and communities of South Wales
- To scrutinise, evaluate and report to the full membership of the Police Authority
- To contribute to the ability of South Wales Police to provide an efficient and effective service to the public.

Our internal auditors and external auditors have highlighted the scrutiny approach used by South Wales Police Authority as good practice. In addition, the HMIC and Wales Audit Office inspection in 2010 said our scrutiny area of work was 'performing well'.

Scrutiny - Safeguarding Children

The safeguarding of children is one example area that the Authority considered via its Scrutiny Panel. This took place following the publication of a Serious Case Review in 2010 in relation to 'Children E'. The review had involved 46 agencies over 19 years, including South Wales Police. The official Review made 51 recommendations, including six for South Wales Police and one for South Wales Police Authority.

Each of these recommendations had been successfully addressed prior to the scrutiny panel set-up. However, Members, particularly those from the Protective Services Group, wanted to ensure that all areas had been considered and to find out if any further improvements could be made. Members spent a significant amount of time looking at all of the issues involved and speaking to partners.

Amongst those questioned by the Police Authority were the Children's Commissioner for Wales, local authority staff and officers from South Wales Police and HMIC.

Recommendations from the Scrutiny Panel's report included that public awareness of the work of Safeguarding Children's Boards was needed to encourage victims of abuse to come forward and that work should be carried out to ensure the needs of the victims and families would be taken into account in Serious Case Reviews. The outcome of this scrutiny has been very positive, and we have been impressed with the work being carried out by the Force to build and strengthen relationships with partner agencies.

Other areas that the Scrutiny Panel have conducted investigations on have been:

- Collaboration
- The Partnerships & Communities Together (PACT) process
- Vetting
- Partnerships
- Risk Management
- iR3 and Mobile Data Benefits Realisation

In 2010, the Authority's PACT scrutiny process and recommendations was shortlisted for a 'Value for Money' award at the Association of Police Authorities (APA) Excellence Awards.

Best Value Reviews

Best Value was a legislative requirement for all public sector bodies in 1999. The Best Value Review Programme was brought in to ensure that different areas of the Authority and Force's work were efficient and effective. The Force and Authority developed a five-year Best Value plan to ensure that different areas of the Force's work areas were efficient and effective. This programme was overseen by the Authority.

Each review made detailed recommendations for improvement. Some of these were implemented during the review period as 'quick wins' with little or no cost and impact on staffing or policy, while others were longer term changes, which helped to shape the police service. The programme helped us to learn, and look at ways the Authority and Force could improve.

We developed our planning process to capture this information so that resources were appropriately allocated and prioritised. This enabled us to look at the organisation in detail so that we could make the most of the finance available to us and continuously improve our service.

Best Value Reviews were conducted on a number of business areas, including:

- Anti-Social Behaviour
- Attendance Management
- Call Management
- Citizen Focus
- Criminal Justice
- Estates Management
- Police Staff
- Air Support (in collaboration with Gwent Police)

Each of these reviews led to improvements in the efficiency and effectiveness of services delivered.

External Scrutiny

Police Authority Members have also worked with partner agencies to carry out scrutiny roles. This has included working with local authority scrutiny panels, crime and disorder scrutiny panels and Community Safety Partnerships to consider areas of work that affect community safety.

For example, a Police Authority Member sat on the Rhondda Cynon Taf Local Service Board Scrutiny Panel. This group looked into the issues surrounding domestic abuse, including:

- Reporting mechanisms
- Support provision for victims
- Advice centres
- Vulnerable women and children
- Delivery of a local action plan

The membership of the Police Authority Member on this panel was able to link local issues surrounding domestic abuse with the pan-South Wales strategic work which was ongoing.

Members and officers have also been involved in national groups through the Association of Police Authorities, which have monitored and scrutinised wider areas of work, such as equality

and the transition to Police and Crime Commissioners.

PROTECTIVE SERVICES

Since the 2005 'Closing the Gap' report from HMIC, Protective Services has been at the forefront of Police Authority work. We have improved our monitoring role in relation to this area, and have made the world of Protective Services more accountable through strong working relationships.

In 2008, we restructured our governance structure to make it more robust. This resulted in the creation of a new Protective Services Group, to lead on the monitoring of issues in South Wales. Since its establishment, the Group has become one of the most demanding Groups of the Authority in terms of Member involvement.

Protective services includes:

- Counter-terrorism and domestic extremism
- Major crime, such as murder
- Protecting vulnerable people
- Domestic Violence
- Serious organised and cross-border crime
- Civil contingencies and emergency planning
- Critical incident management
- Air support
- Cyber crime
- Public order
- Strategic roads policing



Each Member of the group took on a lead responsibility for at least one aspect of Protective Services. This lead Member approach has led to strong working relationships between the Force and Authority, along with extra accountability for the work being carried out in the Force.

The Chair of the Group, vetted to Developed Vetting level, was heavily involved in a range of additional meetings and briefings in connection with counter terrorism work in South Wales, at the Police Authorities of Wales level and at national level. Additionally, due to Cardiff's status as a host city for the Olympics 2012, the Chair was involved in the security preparations for these events.

Olympics Planning

The Police Authority shared two main concerns with the Force when planning for the London 2012 Olympics – that the games themselves were to be safe and that communities in South Wales would remain effectively policed during the games.

The Police Authority had a direct involvement in the planning of policing for the Olympics through its Protective Services Chair.

The Chair was a member of the National Olympics Oversight Group, and regularly attended national meetings in London.

In addition, the Protective Services Group Members received regular and comprehensive presentations and reports on progress with Olympics Planning. This included updates on plans for the football events taking place in Cardiff's Millennium Stadium and for the Torch Relay, which was to travel through each local authority area in South Wales.

Presentations covered the exercises being undertaken to test plans, the arrangements being put in place to ensure that South Wales communities continued to be effectively policed during the games and, additionally, the financial matters relating to Olympic grants and expenses that were available for policing the Games.

Members of the Authority were able to provide effective oversight of arrangements given that they were well-briefed, with the added confidence provided through the particular work of the Protective Service Group Chair.



WORKING IN PARTNERSHIP

Police Authorities of Wales



Police Authorities *of Wales*

Awdurdodau Heddlu *Cymru*

The Police Authorities of Wales (PAW) was introduced in 1995 to consider and act upon issues affecting policing in Wales. It helped to develop and aid collaboration, as well as work on behalf of communities across Wales as a whole. This became increasingly important following the introduction of the National Assembly for Wales.

Former Chief Executive of South Wales Police Authority, Alan Fry, was integral in the introduction of PAW and acted as its Honorary Secretary from 1995 to 2007. In July 2007, the arrangement became more formal, and the Police Authorities of Wales became a statutory Joint Committee for Policing in Wales.

The specific aim of PAW has been to proactively pursue opportunities for Welsh forces to collaborate in order to provide the highest quality police service to communities in Wales. In particular, PAW initiated a collaborative programme of work in Wales to develop the strategic policing capabilities of Protective Services.

PAW and Welsh forces recognised early on in the collaborative process that there was a need for a strategic body to take joint accountability for the delivery of collaboration programmes and decision making.

In 2007, PAW became responsible for a number of statutory functions in addition to continuous improvement of policing, monitoring police performance and holding the Chief Constables to account on behalf of Welsh communities.

In March 2008, Police Authorities Wales published the National Policing Plan for Wales, which was recognised as a first for the regional delivery of collaborative policing. In particular, this encouraged collaboration in the area of Protective Services. The collaborative approach has contributed an additional £18 million to policing in Wales.

In 2008, the four Police Authorities and forces in Wales were named the winners of the Association of Police Authorities (APA) Excellence Award for Collaboration, and in 2010 the Authority won the WPGA Excellence Wales award for Collaborative projects.

Other Partnerships

As well as our links with PAW, much of the work to reduce crime and disorder in the area and assist with public perceptions about safety, has been achieved through linking with other partnerships.

In 2002, South Wales Police Authority became a member of each of the Community Safety Partnerships (CSPs) in the Force area, and has since supported the development of effective partnership responses to improve community safety and reduce crime and disorder.

In particular we have supported the work of CSPs and similar Partnership Boards in tackling anti-social behaviour, which has regularly been highlighted as a public concern in our consultations. We have also supported efforts to tackle drug misuse, which drives criminality such as burglary and vehicle crime.

The Authority has supported the work of the Safer South Wales group, which brings together community safety partners from across the Force area.

During the Authority's preparation for the transition to the Police and Crime Commissioner, we have enhanced our links with the voluntary sector. For example, we have developed our links with Victim Support through our engagement with the South Wales Victim's Advocate project for South Wales.

We have also helped the voluntary sector to prepare for the Police & Crime Commissioner landscape through partnership with the Home Office-funded 'Safer Future Communities' project.

The Police Authority held a Scrutiny Panel on Partnership Working in 2011. This brought together multiple agencies from across South Wales and considered the effectiveness of partnership working in the Force.

The Authority was able to make recommendations on how to positively enhance the already comprehensive ways of working with our policing partners. These recommendations continue to be taken forward.

COLLABORATION

In addition to the Police Authorities of Wales (PAW) work, we have explored other areas where some of our 'back office' functions could be joined with other Authorities to provide a better service.

Existing South Wales collaborative arrangements include :

Tarian

This is the Southern Welsh forces' response to serious and organised cross-border crime, and contributes considerably to their capacity to deal with such crime. It has been in operation for over 10 years and is resourced by officers from across the southern Welsh forces as well as other agencies, such as H.M Revenue and Customs and the Crown Prosecution Service.

The unit has seen outstanding results during this time including:

- 584 arrests resulting in 632 years of sentencing
- The dismantling/disruption of over 140 Organised Crime Groups
- 513 warrants and house searches conducted

Tarian is well embedded into core business and supported financially by the Welsh Government. It has been subject to ongoing governance through the PAW structure.

Regional Asset Recovery Team

This is a multi agency law enforcement team which covers the whole of Wales, providing a co-ordinated and joined up law enforcement response to criminality across the country. It has had a significant impact on organised crime.

Regional Intelligence Unit

This unit was established in 2006 and provides strategic and tactical intelligence to generate a greater understanding of threats facing the region.

Wales Extremism and Counter Terrorism Unit

This was established in 2006, and created one Special Branch for the whole of Wales. The set up ensures that regional and local intelligence remains linked and can inform regional tasking and deployment.

Joint Legal Services

In 2009, South Wales and Gwent Police Authorities agreed to establish a Joint Legal Services provision, with the aim of providing a more robust service for both areas. The 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.

Air Support

South Wales Police also shares its air support service with Gwent Police.

Joint Scientific Investigation Unit

From April 2012, South Wales and Gwent Forces launched a joint Scientific Investigation Unit. This collaboration will see both Forces having the capacity and capability to deal with forensic examinations internally, thereby saving in excess of £1 million.

Information and Communication Technology (ICT)

ICT collaboration aims to reduce costs for ICT provision across the Welsh police forces by developing a common infrastructure that enables the alignment of ICT software systems.

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.

Procurement

This project aims to improve efficiency in managing procurement by establishing a 'virtual' Joint Procurement Unit for South Wales, Dyfed Powys and Gwent. The project seeks to improve procurement delivery efficiency and the provision of clear policy guidance and best practice.

Fleet

This project aims to standardise Fleet processes, procedures and vehicle-related contracts and systems across Wales.



101 Cymru

With over 2 million telephone calls received by South Wales Police alone each year, call management is critically important to the running of the organisation.

In 2007, South Wales Police launched the 101 Single Non-Emergency Number (SNEN) in Cardiff, as part of the Home Office pilot scheme.

Authority Members supported the Chief Constable in being part of the pilot, as it was agreed that it would lead to a more effective service for the public of South Wales.

The pilot was carried out in partnership with Cardiff Council. It proved to be a big success in the city, and the Authority and Council agreed to continue the partnership, despite the withdrawal of Home Office support and funding for the project in 2008.

The introduction of a single non-emergency number has had a positive effect on the communities of South Wales. It has also provided a drop in the number of 999 emergency calls received, which means our control room operators are free to answer critical calls.

The approach taken in South Wales was highlighted as best practice nationally, leading to the development of a single non-emergency number across Wales. The four Police Forces and Authorities in Wales launched '101 Cymru' in April 2009, providing a single non-emergency number for policing across the whole of the country. This was carried out with the full involvement of the individual Police Authorities, along with the Police Authorities of Wales (PAW). The all-Wales approach demonstrated the positive partnership and collaborative stance to policing service that exists in Wales.

EFFECTIVE PLANNING AND COMMUNITY ENGAGEMENT

Planning

One of the key activities for the Authority each year has been to publish a Policing Plan, which has set out the priorities for the following 12 months. A key aspect of planning has been the introduction of risk based assessments of business cases.

This has allowed Members to have a full understanding of the implications of decisions, and to prioritise improvements for the police service based on available resources. This has also been linked to the budget requirements each year.

In addition, Members have been provided with full details of the policing priorities of the public following our consultation work and that of the Force, as well as those of our partners.

This has included victim satisfaction responses, community satisfaction surveys and in-depth survey work carried out by the Universities' Police Science Institute (UPSI). This approach has ensured that our Plan has been integrated with other activities across South Wales.

Consultation and Research

Public consultation results have helped to set local priorities and shape policing in the South Wales area. Our methods of consultation have altered over the years, and have included Police Community Consultation Groups, road shows, surveys and online technology.

We have sought the public's views on a number of policing priorities and have been informed of issues such as the need to tackle anti-social behaviour and increase a policing presence on the streets. The Police Authority has ensured that these have been key priorities for the Force.

South Wales Police also undertakes a sophisticated consultation programme to improve the delivery of the service it provides.

The Force interviews hundreds of victims of crime every month to robustly assess their satisfaction with the level of service they have received.

The Community Satisfaction Survey also identifies the perception and experience of crime and anti-social behaviour at a local authority level. The results of this postal survey identify the key concerns that people have within their community and can provide the Force with local intelligence.

It can also drive further research. As a result of recent findings, the Force is further exploring the reporting of hate crime and anti-social behavior, both of which have been key concerns to the Police Authority.

South Wales Police has worked in close partnership with Universities' Police Science Institute (UPSI) for the last four years to develop evidence-based policing approaches to tackling crime and anti-social behaviour.

Through engaging with communities in new and innovative ways about the issues which matter to them most, the Force has been able to work towards delivering a service which meets people's needs. Important results have been achieved, including the effective use of intelligence to disrupt localised drug dealing activity.

The introduction of other groundbreaking initiatives such as Master classes have helped the Force to harness its respective operational and academic expertise in order to develop the knowledge and skills of staff and spread good practice initiatives across the Force area. This partnership working arrangement has been recognised at a national level, most recently by the Home Secretary, Rt Hon. Theresa May.

Interaction with the Public

Since 2004, Authority Members and Staff have carried out annual road shows across South Wales to find out the public's views about policing issues. This has included using an interactive approach where members of the public have been given token money to 'spend' on policing priorities.

The public have been asked to place the money in boxes representing different policing issues, according to where they would wish the money to be spent. The results have been analysed and presented to Members to help identify policing priorities for the forthcoming year. Since 2004, over 10,000 people have taken part in this method of consultation.

In 2006, the Police Authority was the winner of the Chartered Institute of Public Relations (CIPR) Local Government Group 'Best Consultation Campaign' award for this 'Spend our Money' consultation method.

Police Authority Members have also regularly attended community 'Police & Communities Together' (PACT) meetings, to listen to local concerns. They have been able to raise ongoing issues with their regular meetings with Force Divisional Commanders.



Young People

Over the years we have aimed to increase our engagement with young people, for example, by establishing social media and engaging with the South Wales Police Youth Forum.



In June 2012, we also took part in a Crucial Crew event in Neath Port Talbot, at which 550 young people aged between 9 and 11 were invited to tell us their policing priorities.

We have also supported groups that engage with young people, particularly those from a disadvantaged background. The Police Authority was one of the key drivers in establishing the Princes' Trust franchise in South Wales until 2011 and we have been part of the South Wales Police Youth Trust, established in 2009, which aims to support projects that prevent youth criminalisation.

Public Meetings

Over the years, the Police Authority has held a number of public meetings to enable the public to meet with Members and Officers. These have included Police Community Consultative Groups, which took place across South Wales on a quarterly basis. At these groups, members of the public would be invited to attend and discuss any local issues with Members and divisional representatives of the force.

Public meetings have more recently been held to discuss specific issues of concern with the community, such as our 'Spotlight on Policing' meetings in 2011 to discuss policing budget issues.

Local Accountability Panels

Between 2006 and 2008 the Police Authority ran Local Accountability Panel pilots in Swansea and the Vale of Glamorgan. This enabled community representatives from the local authority, Neighbourhood Watch, local Race Equality Councils, local businesses and others, to meet together with the Police Authority and Divisional Commanders in the Police Force.

Local policing concerns were discussed and the panels considered the way in which the issues were being tackled at a local level. The work highlighted the importance of openness and transparency in addressing community policing issues. The pilot exercises were able to feed into the Police Authority's overall partnership work.

Engagement with Minority Groups

The Police Authority has always worked to ensure that its community engagement programme has been inclusive and has encouraged the views of diverse groups.

We have carried out a range of engagement events targeted at minority groups, including International Women's Day events for Black and Minority Ethnic women, Cardiff Pride, Swansea Mardi Gras and Cardiff Multicultural Mela.

We have given presentations to Race Equality Councils, faith groups, youth forums and disability consultation events, and have visited mosques and other places of worship in order to establish and maintain positive relationships with our diverse communities.

This engagement work has been enhanced through training of Police Authority Members on equality issues. Members have attended a number of awareness seminars and events that have been delivered jointly with the Force, on issues including Gypsies, Travellers and Emerging Communities, Black History and LGBT History.

Relationship with the Independent Advisory Group

An important partner for the Police Authority has been the Force's Strategic Independent Advisory Group (IAG).

The IAG is made up of members of the public from a range of different backgrounds and it provides a helpful independent input to the Force on policing issues which particularly impact on minority groups in the community.

We have worked closely and positively with this group. The Police Authority has attended all strategic IAG meetings in recent years and the IAG has been invited to attend annually at our Equalities and HR Group to present their work outcomes and views.

Working closely with the IAG has enabled us to consider independent and diverse views when setting our equality and policing priorities for the Force and for the Authority.

The IAG Members have been an important part of the Police Authority's stop and search scrutiny and dip sampling process.

We have also ensured the IAG's involvement in the appointment of Chief Police Officers. A representative of the IAG has been part of a peer assessment panel we compiled in order to help to question interview candidates applying for senior positions.

This has ensured that equality has been taken into consideration during this critical area of our work.

EQUALITY AND DIVERSITY

South Wales Police Authority has been proud of its commitment to Equality and Diversity, and the work it has carried out to promote equality in both the Police Authority and Force.

We have worked to ensure that respect for equality and diversity for all of the protected characteristics under the Equality Act, has been evident and promoted throughout our activities.

As a Police Authority in Wales, we have also recognised the Welsh language as an equality strand and have worked to promote language equality in our activities.

We have monitored South Wales Police performance in relation to equality issues for a number of years and have worked to encourage improvements in key areas.

Monitoring Equality Work

The Police Authority established a designated committee to monitor Force equality performance in 2007.

Since that time the group evolved to become the Equalities and Human Resources (HR) Group, which has effectively monitored, challenged and scrutinised the Force on equality and Human Resources issues. As well as using the established committee structure, we developed a number of other activities to monitor aspects of equality and diversity work in South Wales Police

For example, Members carefully monitored the implementation of the Equality Standard for the Police Service (ESPS) in South Wales Police.

This is a national performance management framework consisting of three levels that aims to encourage improvements in equality across the police service. Members monitored the Force's progress towards the first level of the framework and after a challenging scrutiny process, the Authority signed off this level in 2011.

In addition, Members carried out an Equality Impact Assessment (EIA) Quality Assurance process on some Force policies.

The process enabled the completed EIAs in the Force to be independently challenged by the Authority, which resulted in recommendations for improvement. Pleasingly these recommendations were regularly accepted and led to policy changes being made, that attempted to reduce any potential adverse impacts on minority groups.

Since the Police Authority process, a more stringent internal quality assurance process for EIAs in the Force has also been set up, enabling checks to be made on the assessments in the way the Police Authority has recommended.

In 2010 we adopted an Equality Vision, which stated we were 'Promoting equality to ensure a fair and accountable police service that responds to community needs and encourages an inclusive workplace culture'. Much of our work since that time has been carried out with this vision in mind.

Equality Scheme and Objectives

In 2010, Authority Members introduced an Equalities and Human Rights Scheme. This set out what the Authority wanted to achieve in terms of equality issues and how it would do so.

The scheme was a critical piece of work and was completed following extensive consultation work with minority groups. It replaced the previous Race, Gender and Disability Equality Schemes that were in place and aimed to demonstrate our genuine commitment to all strands of diversity.

In May 2012, the Equality Scheme was replaced by new objectives set out in an Equality Plan. As an Authority, we were proud of the objectives developed, as they are a clear step forward for developing equality work across the organisation.

Our Equality Objectives 2012

In 2012, Members agreed four-year equality objectives, as required by legislation and highlighted below. Even though the Authority was to be abolished later in the year, Members felt it was appropriate to set four-year targets so that they could be put forward for the Police and Crime Commissioner to consider using for the future. The objectives agreed were :

1. Hate Crime

We committed to monitoring and scrutinising the way in which the Force handles hate crime incidents, pushing for increases in the satisfaction of hate crime victims across each of the protected characteristics that are monitored. In conjunction with South Wales Police, we also committed to working to increase the reporting of hate incidents among communities, particularly among those from groups currently less likely to report.

2. Diversity in Employment

In order to ensure that the Force effectively represents the communities it serves, we committed to monitoring the profile of South Wales Police employees and encouraging the Force to appropriately address under representation of, and support the progression of, under represented groups.



3. Young People Engagement

We committed to working to increase the proportion of children and young people we engaged with during the year, including increasing the numbers of children and young people on our consultation panel. We agreed to engage with children and young people on issues that were relevant to them.

Hate Crime

The Police Authority has monitored hate crime in the Force area for a number of years. This has primarily been through the Equalities & HR Group and has included monitoring incident reporting numbers for hate crimes relating to race, disability, sexual orientation, faith and transgender. As an Authority we have worked to encourage the Force to make incident reporting easier and we have seen positive rises in confidence to report across all hate crime strands.

Hate Crime Reporting

- **Racist Incidents** – In 1996-97 a total of 357 racist incidents were reported. This rose to 1615 incident reports in 2011-12.
- **Homophobic Incidents** – In 1999-2000 a total of 172 homophobic incidents were reported. This rose to 350 incident reports in 2011-12.
- **Faith Hate Incidents** – In 1996-7 a total of 15 faith hate incidents were reported. This rose to 81 reports in 2011-12.
- **Disability Hate Incidents** – In 2008-09 a total of 99 disability hate incidents were reported. This rose to 339 reports in 2011-12.
- **Transphobic Incidents** – In 2008-09 a total of 24 transphobic incidents were reported. This rose to 48 reports in 2011-12.

South Wales Police has developed its approach to hate crime through the employment of Hate Crime Officers in each division. Excellent partnership working with groups such as Disability Wales and Safer Wales has also sought to encourage confidence in communities to report.

The Force and Police Authority have also strongly promoted the all-Wales Hate Crime Reporting Scheme, developed via Safer Wales ('Report Hate – Safer Wales'). This has been able to encourage third party reporting of hate crime in communities.

The Authority has also keenly monitored the Force's approach to hate crime training across the Force and has monitored the roll-out of hate crime training among officers and staff during the implementation of the Force's Hate Crime Victim Satisfaction Development Plan.

Overall, victim satisfaction of those that have reported hate crime to the Force has pleasingly risen following our drive for improvement and the Force's determined efforts to concentrate on improving hate crime response among our communities. The satisfaction of hate crime victims rose from 72.3% in 2004-5 to 79.2% in 2011-12.

The Police Authority has also monitored the Force's response to the Equality and Human Rights Commission (EHRC) Inquiry into Disability-Related Harassment.

We expressed our early support for the inquiry recommendations and the way that they aimed to reduce disability hate crime occurrences. We asked the Force to provide the Authority with updates on how they would respond to the inquiry recommendations. This work has continued into 2012 and the Authority has been pleased to see a dedicated commitment to implementing the inquiry recommendations within South Wales Police.

Stop and Search

Stop and Search is a valuable policing tool and legislative requirement, which helps to keep our communities safe. It enables police officers to search individuals if they have reasonable grounds to suspect they are carrying drugs, weapons, stolen property or items that could be used to commit a crime.

Stop and Search can be an emotive policing power as it has the potential to infringe on someone's liberties. It also raises community interest because of the national statistics that show that black and minority ethnic (BME) people are disproportionately stopped and searched when compared with population statistics for white people.

Given the community significance of this power, the Police Authority has instigated a number of activities in recent years to ensure that South Wales Police has been carefully monitored for its use of stop search powers.

For example, the Authority has received detailed stop search statistical reports at its Equalities & HR Group and has had representation on the South Wales Police Stop Search Board. In 2010, an HMIC inspection report recognised that the Police Authority was 'active in addressing disproportionality in stop and search'.

We have also worked to raise awareness of people's rights should they be stopped and searched by police, by giving out national 'Know Your Rights' information to communities.

Dip Sampling Stop and Search Forms

Since 2010, the Police Authority has undertaken a number of stop search dip sampling sessions. The sessions have enabled completed stop and search forms in all four divisions of the Force to be independently scrutinised by Police Authority Members, staff, Independent Advisory Group representatives and invited members of the community.

The completed forms have been considered for their accuracy and for legitimacy in terms of use of stop search powers and grounds for search. In 2010, HMIC referred to the community approach to this work as demonstrating 'the Authority's commitment to transparency'.

The dip sample sessions have also enabled attention to be given to forms relating to black or minority ethnic (BME) individuals. Given the focus on stop search disproportionality in terms of ethnicity, it has been considered particularly important to look at the forms relating to BME people to ensure the power has been appropriately used.

Findings from recent stop search dip sampling sessions led to the Police Authority making some recommendations to the Force. Areas of particular significance included the need to ensure that officers were fully aware of legitimate grounds to search someone and comply with the requirements at all times. The Authority did not find stop and search disproportionality issues relating to BME individuals within the forms that were dip sampled.

In the Summer of 2012, we carried out another stop search dip sampling exercise. We were pleased to find that 8% fewer forms showed questionable grounds for search. There were also improvements in the numbers of forms where outcomes had been clearly recorded and in the numbers of forms that had been satisfactorily signed off by supervisors. The Force has responded positively to Police Authority involvement in stop and search work and has supported our desire to provide public reassurance in this area.

Welsh Language Scheme

The Police Authority has been committed to Welsh language equality and we have shared a joint Welsh Language Scheme with South Wales Police for a number of years.

As part of our commitment to improving Welsh language provision to our communities, Police Authority Members undertook basic Welsh linguistic courtesy training as part of their roles and have demonstrated a positive and supportive ethos towards the language. We were pleased to have increased the proportion of Welsh speakers on the Authority and among our volunteer custody visitors in recent years, in order to reflect the increasing numbers of people wishing to communicate through the medium of Welsh across Wales.

We have also monitored the Force on their progress with the Welsh Language Scheme and other initiatives. This has included the appointment of a Welsh Language Trainer, Welsh Language Officer and in-house translator. The Authority has also been represented on the internal Welsh Language Steering Group in order to be involved in promoting Welsh language commitments jointly with the Force.

The Force has also provided training opportunities for staff and officers to develop their Welsh language skills. These have been underpinned by the Force Welsh Language Awards, which have been supported by the Authority. It has been particularly significant that the Chief Constable has given his commitment to leading by example in the promotion of the Welsh language. Having undertaken Welsh language training over recent years, he passed his WJEC 'Mynediad' course in 2012 and was the recipient of a Force Welsh Language award.

The Police Authority has been pleased with the positive commitment the Force has shown to Welsh language issues and to the joint working arrangements in place.

HUMAN RESOURCES

Chief Officer Appointments

One of the most important duties for South Wales Police Authority has been to appoint the Chief Police Officers of the Force.

The Police Authority developed an in-depth and challenging appointment process, which has ensured South Wales Police has attracted and recruited the best candidates to take forward the strategic direction of the Force.

Chief Officer selection processes have included candidates giving a presentation to an external peer group, containing representatives from partners such as the Welsh Local Government Association, the Force Independent Advisory Group, Neighbourhood Watch Association, the Crown Prosecution Service and a Local Service Board. The peer group has been able to question candidates prior to the final interview and selection stage consisting only of Police Authority Members. We have been particularly proud of opening up an aspect of the appointment process to independent input from partners, in order to demonstrate our open and accountable approach to selecting our Chief Officers.

Since 1995, we have appointed 4 Chief Constables and over 20 Deputy and Assistant Chief Constables, all of whom have played a significant part in shaping South Wales Police.

The Chief Constables appointed by the Authority since 1995 have been :

- Mr Bob Evans (Temporary)
- Sir Anthony Burden QPM
- Miss Barbara Wilding CBE QPM
- Mr Peter Vaughan (current Chief Constable)

Equality and Diversity in Employment

The Police Authority has worked over a number of years to encourage the Force to be as representative of South Wales communities as possible. We have set stretching employment targets for race and gender within the Force, which has had a positive effect on the representation of diversity.

Female police officer representation in South Wales Police has risen from 13.55% in March 1999 to 23.8% in July 2012. In 2000, 1.3% of police officers were from a black or minority ethnic background. This had risen to 2.2% by March 2012.

In 2010, Members also set employment targets for disability, religion and sexual orientation. These had been found to be the least disclosed equality strands within the employee equality monitoring system, showing that Force employees were less likely to inform the Force about their status with regard to these strands than they were to disclose their gender or race status.

As a result the Authority aimed to encourage the Force to instil a positive culture that would reduce the numbers of people that felt unable to declare these responses. The targets were set with the support of the staff associations, with whom we worked closely. It was agreed that we would encourage the Force to reduce the numbers of non-disclosed responses for each of these strands by a third. Disclosures and confidence to disclose rose positively following the target introduction, with the targets having been well exceeded for police officers.

Much of this confidence is likely to be attributed to the positive work the Force has carried out to promote diversity across the organisation.

Visible leadership around diversity has also been important, for example through the Force Equality & Diversity Board, chaired by the Chief Constable and through the active role of the Police Authority's Equalities & HR Group.

We have also worked to demonstrate a positive commitment to equality at work. Our approach to fairness at work through the development of staff was recognised in 2006 when we became the first Welsh Police Authority to achieve 'Investors in People' status, and we were successfully reaccredited in 2009.

In 2008, we were the first Welsh Police Authority to receive the Two Ticks Disability Symbol, which demonstrates a positive commitment to disabled people in employment.

In 2010 the Authority was pleased to have been accredited with the Lesbian, Gay, Bisexual and Transgender (LGBT) Rainbow Mark, which demonstrated our commitment to LGBT equality. We were also pleased to have been re-accredited in 2012.

In addition we have encouraged the Force to improve its rating within the national Stonewall Workplace Equality Index. This saw the Force move to 23rd in the Stonewall Top 100 Employers index 2012 – a list of Britain's most gay-friendly workplaces. This rating was the highest among Wales Police Forces and the second highest-rated UK Police Force in the 2012 list.

Employment Levels

The number of officers within South Wales Police has fallen slightly between 1995 and 2012. This has been the result of the funding challenge imposed by the Government's Comprehensive Spending Review in 2010, which saw the announcement of a 20% cut in police funding over the next four years.

In 1995 there were 3,168 police officers with an additional 1,185 full time police support staff and 269 part time staff. Most recent 2012 figures show there are 2,977 full time equivalent police officers and 2,080 full time equivalent support staff, including Police Community Support Officers (PCSOs).

PCSOs were introduced in 2003 in South Wales. Although initially met with scepticism by some members of the community, PCSOs have become a positive visible presence on streets across South Wales and are now an essential part of neighbourhood policing.

The Police Authority supported the introduction of PCSOs as we felt it would ensure a more visible policing presence within communities, which members of the public had regularly stated as a priority. Members have continued to monitor the use of PCSOs to ensure their continued effectiveness and have been encouraged by the positive public response to their presence.

Health & Safety

The Police Authority has keenly supported and promoted the Health & Safety work of the Force. The Force Health, Safety & Welfare Committee has been chaired by a Police Authority Member. This Committee has considered health and safety issues including stress and wellbeing, avoiding injuries at work and healthy lifestyle initiatives.

The Authority's Equalities & Human Resources Group has also received regular updates on the Force's Health & Safety work. The strong Police Authority support and oversight has meant that Health & Safety issues have been continually monitored and addressed. The significant reduction in injuries and the major improvements in employee attendance are testament to this focus. The Authority has also contributed to Force Health & Safety policies, procedures and practices for the past 17 years.

QUALITY OF SERVICE

Complaints Monitoring

The Police Authority has been responsible for investigating complaints against Chief Police Officers. This has been a critical area of work for Members, as it has provided an independent accountability for the public.

In addition to their investigative duties, Members have had a duty to monitor complaints made against police staff and police officers below the rank of Assistant Chief Constable. These complaints have been investigated by the Force Professional Standards Department or the Independent Police Complaints Commission (IPCC) as appropriate, with Police Authority Members reviewing progress as necessary.

This monitoring role has been achieved through our Quality of Service Group, which has received quarterly reports from the Professional Standards Department of the Force. In considering these, Members have scrutinised any increases or decreases in the number of complaints and allegations made against officers and staff. In addition, they have considered any trends within the reports, particularly in terms of the types of allegations and the divisions of the force from which they have been received.

In 2011-12, the total number of allegations received was 1,047, which was a decrease of 123 (or 10.5%) on the previous year. Over recent years, South Wales Police has closely examined each complaint to extract each individual allegation as one complaint case could contain two or more different allegations.

In 1995-96, the total number of complaints was 1071, with the total number of complainants being 866. The number of individual complainants during 2011-12 was 612, which was a decrease of 30 compared to the previous year.

While it is not possible to directly compare the 1995-96 figures with the 2011-12 results due to regulation changes, there has been a drop in the number of complainants by a total of 258.

Incivility

Police Authority Members identified that allegations of incivility had been one of the most common types of complaint made against officers of South Wales Police by the public.

The Quality of Service Group has therefore pushed for this to be investigated further, and the Professional Standards Department in the Force has worked hard to reduce the level of this type of complaint. This has included the identification of individual officers on each division so that appropriate management action could be taken. The extra work which the Department has been carrying out is testament to how seriously they are taking incivility complaints.

The Force has also developed its training for all officers and staff, to ensure that it includes full awareness of the values and standards of the organisation. As a result of this work, the number of allegations of incivility dropped by 39% in 2011-12, when compared with figures for 2010-11.

Dip Sampling of Complaints

The Police Authority has also been instrumental in ensuring that complaint cases received by South Wales Police have been dealt with appropriately. This has been achieved through regular dip-sampling of random complaint files.

Members have carried out this duty on a quarterly basis to improve the accountability of the police service regarding complaints. By completing this independent check, the public has been able to be reassured that complaints have been considered carefully and fairly by the Professional Standards Department.

The results of each dip-sampling session, together with any areas of concern and recommendations, have been reported to the Quality of Service Group and the Independent Police Complaints Commission (IPCC).

Over a number of years, Members have undertaken dip sampling of complaints files to ascertain information on the following areas :

- Rationale behind withdrawn complaints
- Timeliness of complaint investigation
- Treatment of the complainant
- Treatment of the officer
- Proportionality
- Clarity of investigative findings
- Justification for the outcome
- Completeness of paper files

Any issues have been recorded and monitored, ensuring lessons could be learned to prevent them from happening again. They have also been discussed during regular meetings with the Professional Standards Department and the IPCC.

Fortunately, the dip sampling process has not revealed any areas of significant concern for the Police Authority. However, during the process, Members have identified improvements for the Force, such as ensuring that complaint update reports are received from Basic Command Units.

Online Complaints Form

Members have felt that an effective complaint system has been paramount to ensuring that the public has been able to seek redress on occasions where expected standards have not been met.

This has not only been important to maintain the confidence of the public in the police and our own oversight function, but to learn from mistakes made, improve the service and offer an apology or explanation where this has been warranted.

In 2010, we became the first Police Authority in the country to have an online complaint form on our website.

This improved the quality of the complaints process for members of the public, and ensured that they were processed effectively. The form was structured to provide comprehensive guidance to clearly specify what information would be relevant for the complainant to provide.

The structured information received by the Authority following this set-up, has enabled a smoother investigative process. This in turn has provided speedier results for complainants, coupled with the opportunity of renewing a relationship of trust and confidence between the Authority and members of the public who have felt aggrieved.

The online form used also included a section to gather the demographic information about complainants, which has enabled us to gather meaningful data that has aided our equality monitoring work, and allowed us to establish emerging trends or issues.

In 2010, the Authority's online complaints system was shortlisted for an 'Innovation' award at the Association of Police Authorities (APA) Excellence Awards.

Building Relationships

In order to fulfil the Quality of Service work effectively, it has been important to build effective relationships with others. Members and officers have worked over a number of years to create effective and positive working relationships with the Force Professional Standards Department (PSD) and the IPCC.

Such relationships have developed through attendance at regular tripartite meetings between the IPCC, PSD and the Police Authority, as well as weekly meetings between the Police Authority and PSD in addition to the dip-sampling sessions undertaken by Members on a quarterly basis.

Such meetings have afforded Members the opportunity to raise concerns on specific matters as they have arisen, and have ensured that the Authority has remained sighted on voluntary and mandatory matters referred to the IPCC as they have progressed.

The Authority has also played a prominent role in ensuring the implementation of guidance provided to the Force by the IPCC through quarterly 'Learning the Lessons' bulletins. Attendance at Force meetings to discuss these bulletins has allowed the Group to provide detailed updates to the IPCC regarding progress being made to implement any recommendations.

These meetings, in conjunction with the Quality of Service Group meetings, have enabled the Authority to be at the forefront of positive implementation and change in the Force.

Appeals

Alongside the Quality of Service area of work, the Authority has also had responsibility for providing an Appeals Panel.

The work undertaken by Members of the Appeals Panel has been varied and challenging and has included :

- The provision of an appeals procedure for police staff members against dismissal
- Consideration of police pension forfeiture matters
- Membership of the Police Appeals Tribunal panel to which dismissed police officers would present an appeal against dismissal.

In considering these issues, Members have been required to attain specific knowledge relating to legislation such as Home Office circulars and Police Appeals Tribunal Rules, together with current case law and internal Authority appeals procedures.

Forfeiture of police pension matters have also been considered by Members. This is where a police officer has been convicted of an offence committed in connection with his or her service, and which has been certified by the Secretary of State either to have been gravely injurious to the interests of the State or liable to lead to serious loss of confidence in the public service.

The forfeiture process has been split into three stages which involved the Panel's consideration of application for a certificate of forfeiture from the Secretary of State, the provision of that certificate where appropriate, and determination of the extent to which the pension should be forfeited.

Members also provided membership to the police appeals tribunal panel, which has comprised of a Chair (an appropriate QC selected from a Home Office list), Chief Police Officer from an outside Force, a retired officer of appropriate rank to the appellant and a Police Authority Member selected from the Appeals Panel.

Between 2010 and 2012, the Authority's Appeals Panel :

- Convened four staff disciplinary appeals
- Convened five forfeiture of pension matters
- Provided membership to seven police appeals tribunal matters

Standards Committee

The Police Authority has operated a Standards Committee in order to ensure that the standards and integrity of the Authority itself have been upheld. The committee has consisted of five Members – two Police Authority Members and three independent representatives appointed following public advertisement. One of the independent members has acted as committee Chair.

The purpose of the committee has been to monitor Code of Conduct issues, including investigating and determining any complaints referred to it under statutory provisions.

The committee has carried out related activities including the inspection and monitoring of the Authority's public registers - the Members Interests Register, the Register of Gifts and Hospitality and the Register of Declarations of Interests. It has also been responsible for inspecting Force registers regarding Chief Officers.

The committee has helped to maintain high standards of integrity in the Authority, and its members have assisted in promoting this important ethos. It has been pleasing that no formal conduct issues against Members have come before the Standards Committee during the Authority's time.

ACKNOWLEDGING AND REPRESENTING OUR COMMUNITIES

Community Safety Volunteer Awards

South Wales Police Authority introduced the Community Safety Volunteer awards in 2005 to reward those in our communities who voluntarily help to keep our streets safe.

The scheme has enabled us to engage with a range of people and organisations across South Wales and has promoted the positive voluntary work that people carry out in their communities. The awards have recognised individuals, teams, initiatives and young people. Since the launch of the awards, a total of 232 individuals and 78 teams have been honoured for their work.

Over the years, the awards have developed to consist of four categories :

- Community Safety Volunteer of the Year
- Young Community Safety Volunteer of the Year (Under 21)
- Community Safety Volunteer Team of the Year
- Community Safety Volunteer Initiative of the Year

Selecting the winners

All Members of the Police Authority have been involved in selecting the winners of the awards. Selection has involved considering the extent of the work undertaken and the benefits the activities have brought to the community.

Winners

The following were named as the overall winners since the awards were introduced :

- June Johnson in 2005 - for her work in tackling anti-social behaviour in the Bayside Estate in Cardiff.
- Tammie Richards in 2006 - for her work with young people, including running a “drop in centre” at Sarn Community Centre.

- Rita Limbrick in 2007 - for her involvement in a number of voluntary activities in the Barry area, including a Multicultural Café, and fundraising for charities and organisations.
- Saifur Rahman in 2008 - for his work in helping to integrate members of the local Muslim community with others in the area.



- Croeserw Youth Action Group in 2009 - for their work in making their area a safer place and considering more activities for young people.
- Taslima Ali and Samaya Mohammed in 2010 - for the support they provided to victims of honour based violence and forced marriage.
- 3Gs Forsythia Youth Gwirvol Volunteers in 2011 - for their work in a range of activities aimed at making the Gurnos area of Merthyr Tydfil safer, including organising trips, helping at residential homes and helping to drive forward a community gym.
- The Safer Wales Volunteer Team in 2012 - for their work in providing support for women and young girls who were victims of domestic and sexual violence in the Cardiff area.

Donations

If property comes into the possession of the police in connection with a crime and the owner cannot be found, it can be sold. The money resulting from the sale is then kept in a Police Property Act Fund.

The same is true for property which has been forfeited by convicted people by order of a court, where it was used or intended for use in a crime.

Each year we have used our Police Property Act Fund to actively donate money to a range of local organisations and charities. The donations have been made to those that have worked to promote community safety and youth engagement or to enhance crime prevention and combat anti-social behaviour.

This has included donations to local youth clubs, sport teams and other organisations. Since 2005, over £150,000 has been donated to 204 community groups in South Wales.

Some of the groups that have received donations have included :

- The Bridgend Youth Council received a grant of £522 in 2006, towards producing a film explaining the Anti Social Behaviour Order process.



- The Butetown Youth Pavilion was awarded a £2470 donation in 2011, for an in-house diversionary programme for young people in Butetown, Cardiff.
- Merthyr Youth received a donation of nearly £1000 in 2012, which helped to purchase new equipment for the club.
- Sully Youth Club received a donation of £1000 in 2006, towards the purchase of flood lights.

- The Afan Tawe Nedd Neighbourhood Watch Association in Neath Port Talbot, received £2086 in 2011, to provide home security items to vulnerable members of the community.
- Rhondda Cynon Taf People First received £2225 in 2010, which helped to provide training to people with learning disabilities, so they would be able to deliver training about disability hate crime.



- Ty Fforest Community House Youth Club in Swansea, received £1250 in 2011, which assisted with the recruitment of youth workers.

The South Wales Police Youth Trust was established in 2009, with the overall aim of preventing the criminalisation of children and young people and diverting them from anti-social behaviour.

The Police Authority has supported the Trust since its inception and we are among the Trustees that work to ensure the Trust's funds are used fairly and to the maximum benefit of communities.

The Trust's funds are raised from those who are concerned with local community safety issues, such as official bodies, private donors, other trusts and the business sector.

In 2010 the Trust began distributing grants to communities. Between 2010 and 2012 a total of £20,428 was distributed through 15 separate donations. These donations were made to provide support to individuals, community groups or clubs where it was agreed the award would be promoting the Trust's aims.

Independent Custody Visiting

With over 40,000 people held in police custody in South Wales every year, it is important to ensure that their legal rights are protected during detention. We have been running an Independent Custody Visiting Scheme for this reason since 1995. The scheme became a statutory responsibility in 2002, and will remain a responsibility of the Police and Crime Commissioner.

The Scheme has meant that volunteer members of the public have been responsible for visiting police custody units on a weekly basis. They have carried out checks on the welfare of detainees and the conditions of the cells in which they are held. This has provided community reassurances regarding the welfare of those in custody and ensures that there is transparency and accountability in this element of policing.

Over 150 volunteers have been involved with the scheme since it started. Their work and dedication has led to improvements within custody suites across South Wales. The reports they complete after each visit enable any safety or welfare concerns about individual detainees or cell conditions to be highlighted to the Force. In turn the Force is then able to successfully address these concerns.

Our Independent Custody Visiting Scheme was highlighted in the 2012 inspection report on custody services in South Wales, by Her Majesty's Inspectorate of Constabulary (HMIC) and Her Majesty's Inspectorate of Prisons (HMIP). This stated that Independent Custody Visiting was an "important independent oversight mechanism".

Police Authority Members have chaired quarterly panel meetings with the volunteers and the Force in order to discuss findings arising from custody visits. The Chairs have been able to intervene on any difficult issues, and bring them to the attention of the Chief Police Officers within the Force.

Between April 2002 and March 2012, a total of 5094 visits were carried out by our volunteers, and 7774 detainees were visited.

Animal Welfare Visiting Scheme



Our Animal Welfare Visiting Scheme was introduced by the Authority in 2001. It enables volunteer members of the public to provide an independent check on the condition and welfare of South Wales Police dogs and horses at the Dog and Mounted Section.

Since 2001, over 500 visits have been made by the volunteers. They have checked on the treatment of the animals as well as the conditions of kennels, stables, police dog vans and horseboxes.

They have also observed training sessions with new police dogs and horses, so that they could monitor the conditions in which the animals have been trained.

The visitors have been trained for their roles by a local vet, the RSPCA and Officers from the Dog and Mounted Section.

Police Authority Members have chaired panel meetings between the volunteers, the Force, the RSCPA, Dogs Trust, PDSA and a local vet, so that issues can be discussed.

The scheme has provided an assurance that animal welfare is at the forefront of the Force's approach to its work with police dogs and horses.

LOOKING TO THE FUTURE

South Wales Police Authority will be replaced by a Police & Crime Commissioner on 21st November 2012.

We are handing over the role of oversight and governance at a time when South Wales Police is producing excellent results in difficult financial times.

We are proud of the way in which the Authority has led, advised and guided the Force over the last 17 years and we commend the Force for its current performance.

Police Authorities have had a critical role in being the bridge between the police and the public. We have worked to ensure that the concerns of the public have been heard and acted on in South Wales.

With current crime levels being the lowest they have been for almost 30 years, the Authority feels confident that the future of the Force is a positive one.

We wish the incoming South Wales Police & Crime Commissioner well and ask that he or she continues to drive forward the positive legacy we leave behind.

OUR MEMBERS AND OFFICERS

Former Councillor Members

Vic Alexander
 Gordon Bunn
 John Codd
 Noel Crowley CBE
 Clive Davies
 Tim Davies
 Jeff Edwards MBE OSTJ JP
 Elwyn Emmanuel
 Brian Finn
 Jacqui Gasson
 Russell Goodway
 Mike Hedges
 Gordon Houlston
 Ralph Hughes
 Jonathan Huish
 Jeff James
 Mel John
 Jeff Jones
 Gordon Kemp
 Rene Kinzett
 Len Lewis MBE
 Terry Mahoney CBE
 Howard Morgan
 Barry Murray (Former Chair)
 W J Murphy
 Bernard Rees
 Derek Rees MBE
 Russell Roberts (Former Chair)
 Ray Thomas MBE (Former Chair)
 Derek Vaughan
 Claire Waller
 Sue Waller-Thomas
 Julie Williams
 Jayne Woodman

Former Magistrate Members

Phillip Mantle JP
 Elizabeth Martin-Jones MBE JP
 Peter Muxworthy MBE JP
 Maldwyn Rees JP

Former Independent Members

Dr Parvaiz Ali
 Mohammed Anwar
 Manju Baruah
 Moawia Bin-Sufyan
 Ivor Gittens
 Layla Hoque
 Edward Jones
 Josephine Jones
 Brian Mackerill
 Pat Peters
 Sue Prosser
 Helen Roberts
 Viv Rudall
 Reverend Canon Phillip White
 George Wright MBE

Final Police Authority Members

Councillors :
 Ernie Galsworthy
 Pauline Jarman
 Kate Lloyd
 Gretta Marshall
 Neil Moore
 Mel Nott JP
 Pearleen Sangha
 Robert Smith
 Gareth Sullivan
 Alun Thomas
 Independents:
 Anne Abel (Vice Chair)
 Arjan Ali
 Graham Bingham
 Mike Lewis
 John Littlechild MBE JP (Chair)
 Bob Lloyd
 Joy Whinney

Final Standards Committee Independent Members

Ruth Davies
 David Hughes (Chair)
 Deirdre Jones

Former Police Authority Chief Officers

Alan Fry OBE (Chief Executive)

Lyn James (Treasurer)

Former Police Authority Officers

Liz Denton

Elaine Howard

Gaynor Howells

Viv Makin

David Mills

Alexandra Williams

Final Police Authority Officers

Mark Brace

Francesca Hill

Umar Hussain (Treasurer)

Hannah Jenkins

Andrea Jones

Leah Lewis

Sue Poole

Cerith Thomas (Interim Chief Executive)

