



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



Police & Crime Reduction Plan 2017-2021

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Welcome

I'm confident in the leadership, integrity and close engagement with our communities which are at the heart of the character of South Wales Police in 2015. It's crucial to maintain those characteristics as the Force, which has already had to manage 21% cut in Central Police Grant, copes with the same scale of cuts over the next few years. To do so, we have to marry operational policing to intensive work with partners to reduce crime, harm and demand. That is why I have worked with Chief Constable Peter Vaughan to make sure that this Police & Crime Plan - which I am required by law to produce - is based on values and aspirations that we share (see page 17). We will not follow some Forces down the road of withdrawing from neighbourhood policing but will work ever more closely with every community and with local councillors, the NHS, schools, colleges, Voluntary Organisations and the wider Criminal Justice System to "shrink together, not shrink apart". I thank Leaders in those organisations for working with us to reduce both harm and demand. Nevertheless, the officers who serve us in South Wales are under intense daily pressure - and it's greatly to their credit that they remain committed, professional and enthusiastic as they cope with myriad calls for help, which go far beyond crime and disorder. That's why the value placed on our officers and PCSOs by communities and councillors has never been higher. I thank Welsh Government Ministers for money to employ an additional 205 PCSOs and for working with us on a range of issues. This refreshed plan seeks to support operational policing while accelerating our work to prevent crime, reduce harm and intervene early before things start to go wrong. We're determined to keep South Wales Safe even in tough times.



Rt Hon Alun Michael JP

Police & Crime Commissioner for South Wales

As the Chief Constable for South Wales Police I am responsible for the operational delivery of the force, working closely with the Police and Crime Commissioner to achieve our mission of Keeping South Wales Safe. The Commissioner and I are immensely proud of the service that South Wales Police provides to its communities, something which is increasingly reflected at a national level both through independent inspections and our consistent high standards of delivery. We work to a common set of principles and we are increasing our emphasis on early intervention to reduce both harm and demand. In South Wales we have centred our policing on the principles of listening, understanding and responding to what matters most to our communities, a focus that remains at the heart of our mission as we adapt to new and emerging challenges. Through this approach, the South Wales area remains one of the safest regions in the United Kingdom to live, work and visit, somewhere that people can confidently be without fear or concern for themselves, their family or friends. Our achievements to date have created a strong foundation on which to build but we acknowledge that we must always strive to improve our service and respond effectively to new demands; the Police & Crime Reduction Plan is the basis for our response and will ensure that we continue to deliver excellence to the communities of South Wales.



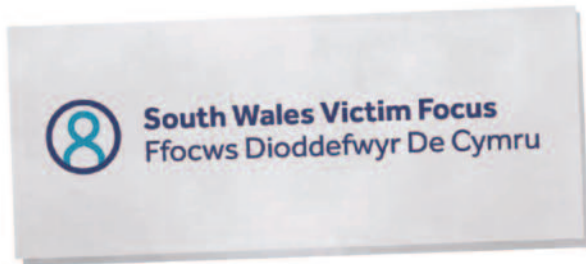
Peter Vaughan QPM

Chief Constable, South Wales Police

DELIVERING TOGETHER TO KEEP SOUTH WALES SAFE

WE HAVE DONE MUCH OF WHAT WE SET OUT TO DO IN THE FIRST POLICE & CRIME REDUCTION PLAN, PLACING US IN A STRONG POSITION TO FACE THE CHALLENGES AHEAD, WHILE ACKNOWLEDGING THAT THERE IS A GREAT DISTANCE STILL TO TRAVEL.

These are just a few of the achievements the Commissioner and Chief Constable have delivered together with their teams and with partners so far:



Keeping a focus on victims of crime

We've moved from being one of the worst performing forces for victim satisfaction to one of the top forces in England & Wales. This is a direct result of listening to people who've experienced crime, placing victims at the heart of all we do, and have changed the way we record crime to reflect this. We have also launched a new service to better support the needs of victims.

Protecting vulnerable people

We've reviewed the on-going work in South Wales to address child sexual exploitation and have commissioned Barnardo's to provide sympathetic expert help to young victims of abuse. We are supporting victims of crimes targeted because of their race, gender or sexual orientation. We are helping older people to feel safe by tackling the growing issue of scams, including online crime by embedding advice from Get Safe Online on our website.



Tackling violence against women and girls

Early identification of domestic abuse is key to keeping people safe. We've prioritised initiatives that enable prompt, positive action and which meet the needs of victims, improve safety and hold perpetrators to account. Through successful joint working with stakeholders including, the third sector, health, universities and landlords we have improved access to support and initiatives like DRIVE, IRIS and TALK show our commitment to victims and how we are challenging perpetrators.

Using technology in the fight against crime

We're revolutionising policing through technology. Programme Fusion is a collaborative venture between South Wales and Gwent Police, helping both forces cut crime, reduce costs, and provide an effective, efficient police service by ensuring our officers are using the latest technology, giving them the information they need, when they need it.



Delivering a more representative workforce

We've changed the way we do things to make sure that our future workforce will be more representative of the communities we serve. We provide support for people from BME backgrounds who are interested in a career with us including Development Champions, who provide one-to-one mentoring support, and events promoting the range of roles within the police service to young people from different backgrounds, who may not otherwise have an opportunity to learn about the police. We will actively champion women in the workplace.



Working to reduce violent crime

Public Health Wales and other partners worked with us to improve information sharing to target resources where they're needed most. We've delivered the Swansea Help Point and the #DrinkLessEnjoyMore campaign to make our city centres even safer at night. We take a zero-tolerance approach to sexual predators and we're training door staff and others to spot perpetrators and those at risk from them.

Supporting young people

Our Police Youth Volunteer Programme is being rolled out to young people in Communities First areas of South Wales. We have introduced a new approach to cut reoffending in the 18-25 age group and promoted radical change, with partners in health and local government to further cut reoffending and to divert young people away from the Criminal Justice System. We are also working with partners to focus on reducing offending and reoffending behaviour by young people.



Delivering a more efficient Criminal Justice System

We've worked with partners to merge the boards which provide the strategic direction for the Criminal Justice System in South Wales, making things more efficient and effective. The Commissioner has also established a scrutiny panel to enable Criminal Justice partners, including magistrates' representatives, to make sure that out of court disposal orders are being used correctly and effectively, and we have worked with partners to implement a new service to support offenders with substance misuse needs across South Wales.

Tackling anti-social behaviour

We are working effectively to reduce anti-social behaviour and protect vulnerable people, working with local authorities and, at the request of Welsh Government, helping social housing providers to meet the challenge. We are using restorative approaches, consulting victims on punishment and using the Community Trigger to give victims a voice.





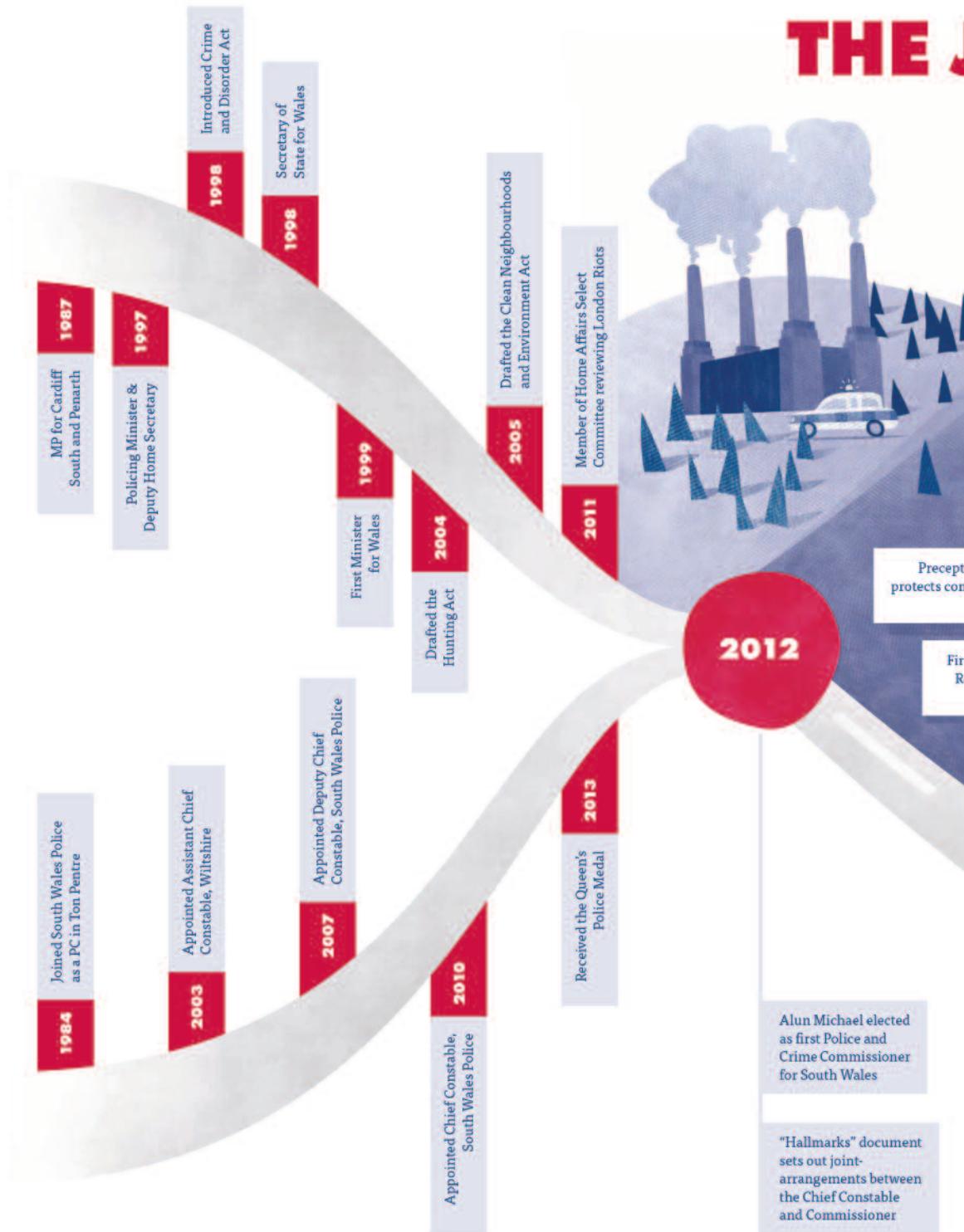
RT. HON. ALUN MICHAEL
SOUTH WALES POLICE AND
CRIME COMMISSIONER

SOUTH WALES POLICE

In 1969 five constabularies merged to form South Wales Police. Our organisation has faced many challenges along the road; from being labelled one of the worst forces for victim satisfaction to becoming one of the best forces in the UK, from policing our communities during the Miners' Strike through to policing many local and international events. These experiences have resulted in the modern style of community policing for which our officers today are known and respected.



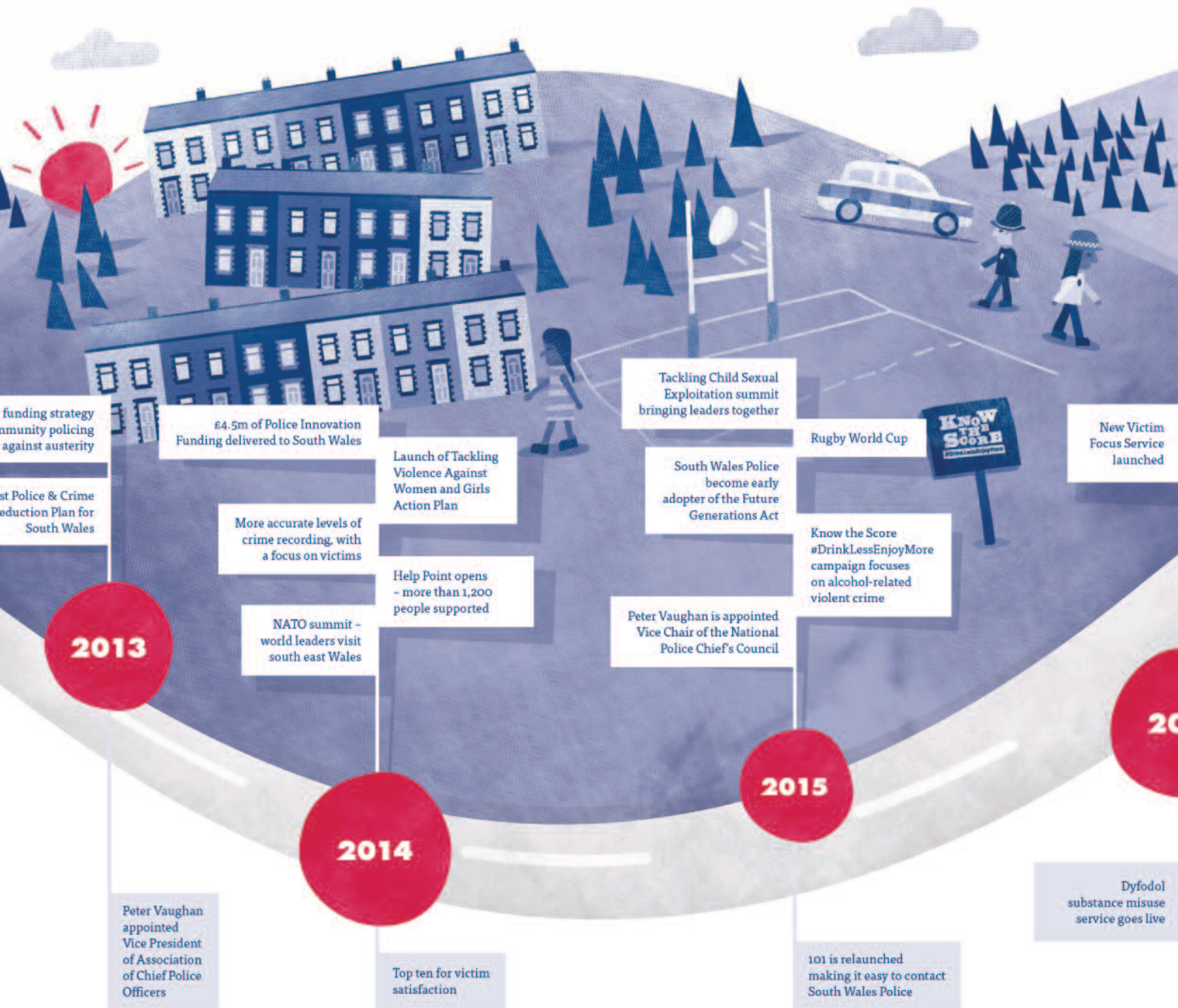
PETER VAUGHAN QPM
CHIEF CONSTABLE



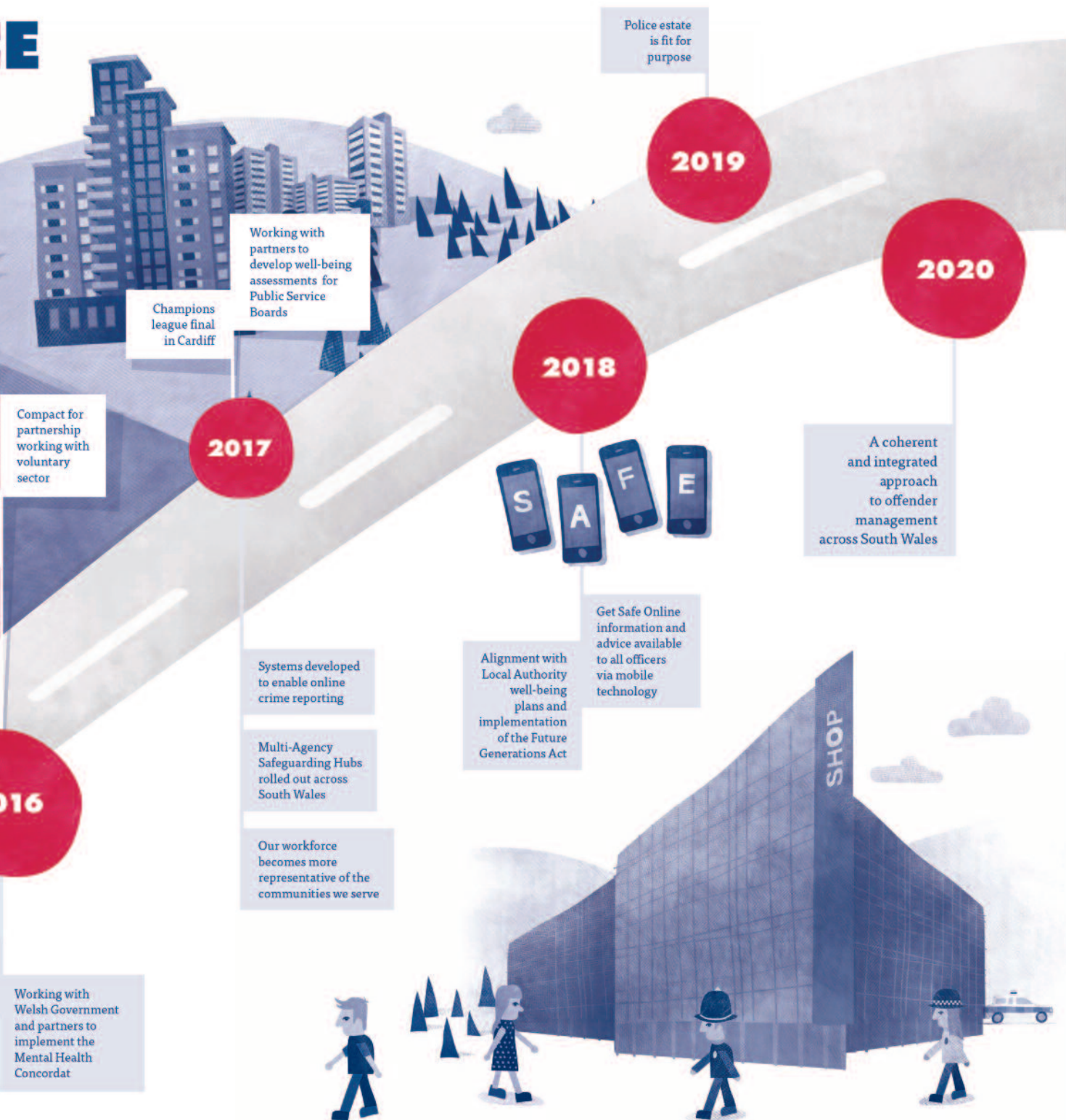
THE



JOURNEY OF SOUTH WALES POLICE



E



Compact for partnership working with voluntary sector

Champions league final in Cardiff

Working with partners to develop well-being assessments for Public Service Boards

2017

Systems developed to enable online crime reporting

Multi-Agency Safeguarding Hubs rolled out across South Wales

Our workforce becomes more representative of the communities we serve

Working with Welsh Government and partners to implement the Mental Health Concordat

2016

2018



Alignment with Local Authority well-being plans and implementation of the Future Generations Act

Get Safe Online information and advice available to all officers via mobile technology

Police estate is fit for purpose

2019

2020

A coherent and integrated approach to offender management across South Wales

SHOP

Policing South Wales

Although it covers just 10% of the geographical area of Wales. South Wales Police provides a policing service to 1.3 million people covering 42% of the country's population with 49% of the total crime in Wales. This places a high demand on resources within the Force and in the 12 months to September 2015 the Force has managed 35,848 arrests, 403,469 incidents, 168,021 emergency (999) calls and 428,591 non-emergency (101 calls).

South Wales Police is the 7th busiest force in England and Wales (outside of London) in terms of crimes per 1000 population, and the 16th most effective in terms of crime outcomes.

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

Anti-social behaviour has similarly declined over recent years.

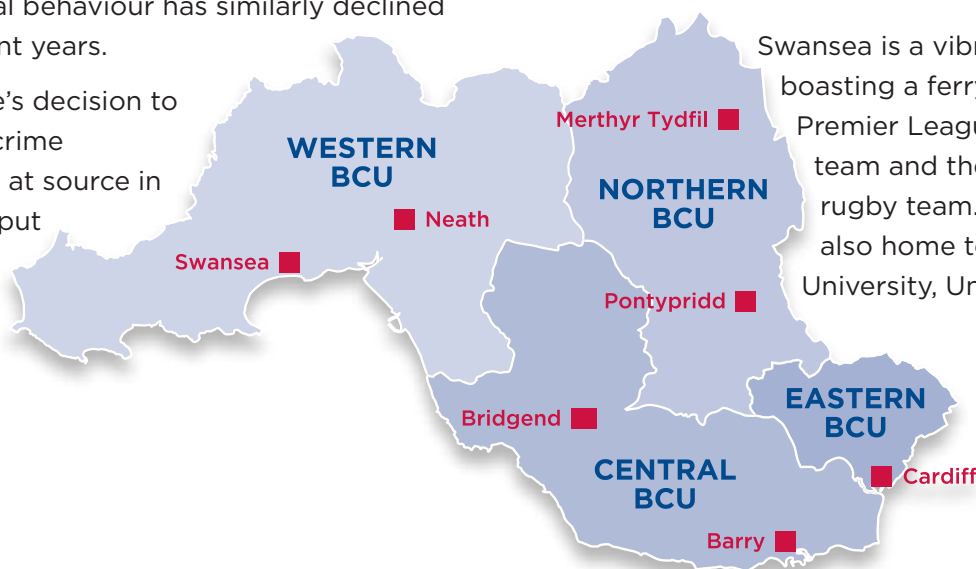
The Force's decision to move to crime recording at source in 2014 has put it at the

front of development of the good practice identified by HMIC. This important shift in recording practice provides a better understanding of the levels of recorded crime and a more transparent process to the public.

The Force area and its four Basic Command Units, span the seven unitary authority boundaries of Bridgend, Cardiff, Merthyr Tydfil, Neath Port Talbot, Rhondda Cynon Taf, Swansea and the Vale of Glamorgan, with Headquarters situated in Bridgend. The area includes 64 of the 100 most deprived communities in Wales and is a diverse region featuring rural, coastal and urban policing challenges including the two most populated cities in Wales, Swansea and the capital city, Cardiff.

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

Swansea is a vibrant city boasting a ferry port, a Premier League football team and the Ospreys rugby team. The city is also home to Swansea University, University of



Wales Trinity St. David and Gower College Swansea, which in total support around 20,000 full-time students.

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

Cardiff has a number of major institutions of higher education: Cardiff University, Cardiff Metropolitan University, and the University of South Wales which also incorporates the Royal Welsh College of Music & Drama. The city houses an estimated 66,000 students and is also home to Wales' most diverse communities.

Situated in the northernmost part of the force area, Merthyr Tydfil is the gateway to the Brecon Beacons and, over recent years, has seen a programme of regeneration that has provided new opportunities for business and tourism in the area, such as Bike Park Wales, the UK's first full scale mountain bike park.

The southern coastal border of South Wales covers the ports of Barry, Port Talbot and Swansea, along with seaside towns like Penarth and Llantwit Major, the Glamorgan Heritage Coast and the popular tourist destinations of Porthcawl, the Mumbles and

the Gower, which has been designated an Area of Outstanding Natural Beauty.

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

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

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

The Force also polices approximately 500 events across its force area each year which require varying levels of police intervention in terms of planning and resources. These include policing Premiership, European and International football, international cricket and rugby and other sporting events, concerts, royal visits, Public Military events, demonstrations and protest marches and key date policing for the night time economy in Cardiff and Swansea etc.

In 2015 the Force supported events linked to the General Election and Rugby World Cup matches, and a number of other major events.

An innovative and sustainable organisation

In order to deliver the goals of this Police & Crime Reduction Plan, in the context of financial challenges, South Wales Police has had to change over recent years. In many respects this is not a new situation; in order to meet changing in society and in the nature of crime and communities, the police service has always needed to evolve. To do this and sustain our service to communities and our part in partnership has, of course, been made all the more challenging with reducing resources. We have therefore had to work in new ways and this process of change will continue as the needs of the communities we police shift over time and against the backdrop of further reductions in funding.

Important aspects of our approach have not changed and will remain consistent.

Our mission of Keeping South Wales Safe is integral to our day to day business and is built upon **our vision** to be the best at understanding and responding to our communities' needs; in turn this drives **our values** which are about the way we work together and provide the foundation for everything we do:

- Professional, with staff that are honest, take ownership and show respect.
- Proud of our organisation, of the communities they serve and of themselves.
- Positive, to respond to people and their concerns, to be reliable and to be caring.

As Chief Constable and Police Commissioner we have spelt out our joint approach in the one page summary of our principles and values on page 17. The Police

& Crime Reduction Plan describes our joint vision and the key priorities for policing, community safety and the provision of an effective Criminal Justice System.

We have looked forward to develop an operating model for the force that will allow it to continue to keep South Wales safe over the years ahead. This will be achieved through the Chief Constable's Delivery Plan, which describes the changes we needed to ensure that the Force has the right people, with the right skills and the right resources and technology for the future.

Some examples of the developments that need to be taken account of in enabling and supporting strategies include:

- Changes in criminality and the emergence of new criminal markets,
- An evolving understanding of our demand, much of which is not related to crime,
- Increasing use of digital communication and online services,
- The potential devolution of policing to the Welsh Government,
- Proposed reforms to local government structures in Wales,
- Policing an increasingly diverse and ageing population,
- Increasing emphasis on public scrutiny and transparency.

Our Operating Model for the Future

The development of the future operating model is a continuous process but is shaped by key principles and structured to reflect a programme of change that spans the organisation under five headings.





Our Public

We recognise the importance of confident and cohesive communities and understand our role in their development and sustainability. It is critical that the public have trust in the service we provide, can easily contact us should the need arise and that we provide opportunities to engage to help shape our policing.

To this end, we will continue to embed the Code of Ethics within our organisation and will utilise the Independent Ethics Committee to develop our principles and standards of behaviour to reinforce trust, respect and transparency. However, we also appreciate that the true value of this work will come from the awareness within our communities; as such we will utilise a blend of traditional, current and emerging methods of contact to broaden accessibility to our policing. The role of effectively communicating with our public cannot be understated, it is critical to their perception and confidence in our services that information is regularly made available to them in the most appropriate form, be that via the most current social media trends, or through more conventional methods such as newsletters. As this develops we will be able to work with the public to help manage demand by increasing their ability to self-serve through online mechanisms, such as 'Track my Crime', where the nature of the interaction relates to obtaining advice or information; this will educate and empower our communities, whilst also improving our capability to respond efficiently. Interaction will not be restricted simply to communication and we will develop initiatives to encourage the public to work

with us directly, through apprenticeships, the expansion of our Police Youth Volunteer programme and the reinvigoration of our recruitment of Special Constables. This commitment is reflected in the Memorandum of Understanding signed with The Council for Wales of Voluntary Youth Services to develop opportunities for young people and positive partnership with the third sector.



Our People

We appreciate people as our greatest asset and that the service we provide hinges upon them being valued, motivated and appropriately developed to undertake their roles effectively. It is also crucially important to our policing that our workforce is reflective of the ever growing diversity of the South Wales area.

Despite the financial challenges faced by the Force and the impacts upon recruitment, we will continue our work on the Representative Workforce project with the aim of becoming more reflective of our communities. We will recruit individuals who exhibit and reflect our values, ensuring that they are equipped to deal with both existing and emerging demands such as digital crime and protecting the most vulnerable in our communities. We recognise that the continued health, well-being and professional development of our people is critical to enable the Force to adapt to new challenges, which in turn enhances capability, capacity and culture. We will utilise traditional and innovative solutions such as online resources to support our staff, offering flexible solutions to encourage their welfare and develop skills which are relevant

to evolving demands. To ensure the effectiveness of our training programme we will look to embed the 70:20:10 model which places less emphasis on classroom based learning, with delivery and support focussed on need to develop abilities that people both require and will use. This approach will promote a culture where personal responsibility, professional development and a healthy work-life balance are understood to be of fundamental importance to the service we deliver.



Our Policing

We understand that for our policing to truly meet the needs of our communities, it must be focussed on what matters to them, with our people organised, informed and able to meet these demands. This means that neighbourhood policing remains at the core of our organisational structure.

At the same time, we police our capital city and nearly half the Welsh population. We therefore need regard for the Strategic Policing Requirements and maintain specialist police capabilities to tackle threats such as organised crime and terrorism, as well as policing major events. As funding reduces, we need those capabilities that are justified by an assessment of the threats we face and will look to shared resources with other forces, wherever this is appropriate. To ensure that the Force is equipped in an ever-changing world, we will intelligently review our policing provision to evolve and maintain the corporate ‘South Wales Police way’ of doing business, which though consistent, can flex to meet local needs. In particular,

we need to keep pace with the public use of technology and this means tailoring access to more services and information online.

The use of digital communication in all our lives means we also need cost effective methods of obtaining evidence and intelligence from digital sources, whether dealing with local incidents or national threats. We will build upon our reputation as leaders in the use of new technology to increase our presence in the right place, at the right time and deal with demand swiftly. A key focus will be on ensuring our people have access to information on the move and they can work flexibly using mobile and remote technology.

We have fundamentally reviewed the demands on our services. Public calls for service are now often concerned with public safety and welfare, issues which we need to find responses to with partners. Our approach to all crimes will be to reduce offending and our investigative capacity will be particularly focused on threat, risk and harm to the most vulnerable in our communities. This will include emphasis on violence against women and girls, and child sexual exploitation with more of this work being done in multi-agency, co-located teams.



Our Resources

We strive to provide a service to our communities which is focussed on their needs and continuously driven through innovation, collaboration and efficiency.

The most critical element to the service we provide is our public facing, frontline provision and it is around this that we will

shape our supporting structures. We will continuously review our back office functions to reduce bureaucracy, eliminate waste and improve efficiency, ensuring that this translates to improvements to the policing of our communities. To achieve this, we will place greater emphasis on the skills of our staff, supported by the exploitation of new technology to ensure that the right resources are available in the right locations at the right times. Force initiatives, such as Programme Fusion, will alter and enhance our policing, adapting the service that we provide to be more reflective of modern preferences through the use of mobile technology, online interaction and agile working.

Our approach to the procurement of goods and services will begin with a clear justification of need and where progressed will always focus on value for money whilst endeavouring to keep spend within the Welsh economy. This will be complimented by the strategies that we have in place covering our estate, fleet and finances, which will be regularly reviewed and updated to take account of changes at a local and national level enabling us to adapt quickly. We will work with our partners to identify opportunities to co-locate, which centre on ensuring that operational services are optimally placed to police our communities and this will include the Tri-Service Public Service Centre in partnership with the fire and ambulance services.



Our Partners

We realise that partnership working and collaboration can play a key part in improving service provision, dealing with demand more effectively and achieving cost savings; however we know it must only be progressed if in the best interests of our communities.

The introduction of Multi-Agency Safeguarding Hubs is improving our ability to protect some of the most vulnerable members of our communities through the co-location of police, health, probation, education and social services. We have already successfully introduced a joint vehicle workshop with Bridgend County Borough Council and collaborated with Gwent Police in relation to the Scientific Investigation Unit as well as the Niche system. We will build on the success of these projects and explore particular themes of common interest which enhance our policing, such as the improvement of data quality on shared systems. We will utilise findings from the 2015 review of the Collaborative environment in Wales and target areas such as Specialist Crime and Occupational Health, whilst also reviewing existing arrangements to ensure that they remain fit for purpose and continue to realise benefit for those involved. Our approach to partnership working will be innovative and extend beyond the Welsh forces, local authorities and third sector to include those from private industry but only where efficiencies can be realised without impacting upon the service we provide to the communities of South Wales.

Policing

Policing is complex and demanding by nature; its requirements are influenced by a vast number of factors from the state of the economy through to the latest technological trends, yet forces are expected to adapt and respond effectively to these challenges.

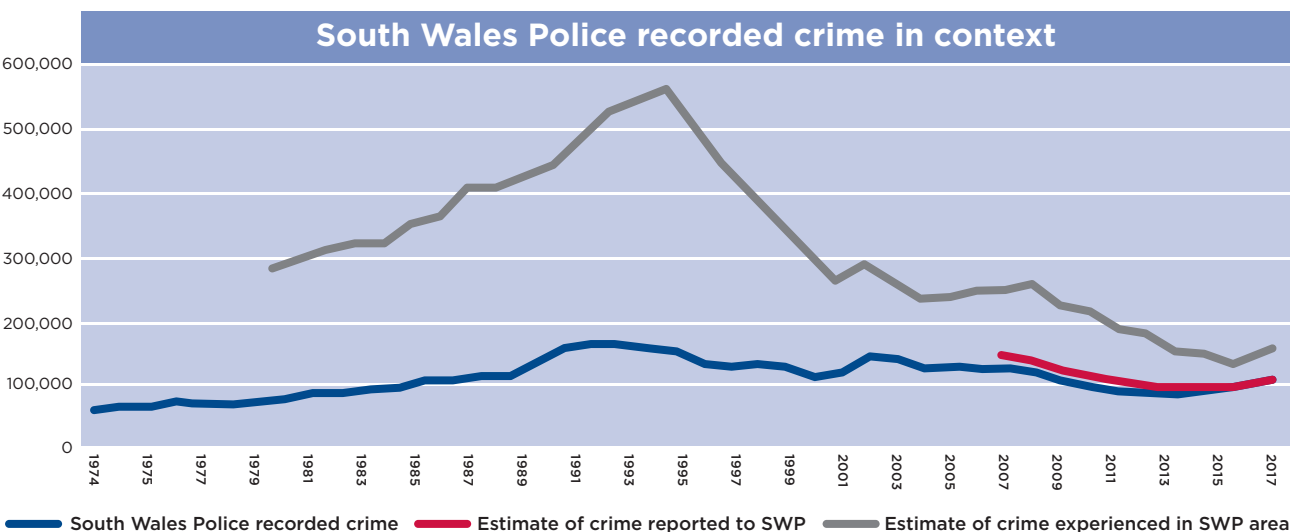
Her Majesty’s Inspectorate of Constabulary (HMIC) regularly undertakes inspections to ensure that they are delivering the service expected of them. One particular assessment of note is the PEEL Programme, which draws on evidence from a number of inspections to assess police, effectiveness, efficiency and legitimacy; this has identified some areas of development for South Wales Police:

Effectiveness	Efficiency	Legitimacy
<ul style="list-style-type: none"> Domestic Abuse Cyber incidents Organisational learning 	<ul style="list-style-type: none"> Further Collaborative opportunities 	<ul style="list-style-type: none"> Code of Ethics Vetting of staff
<p>Child Sexual Exploitation & Abuse, Mental Health, Value for money, information management & demand</p>		

Whilst the above provides direction on areas for improvement to further enhance our service provision, the Home Secretary also specifies threats that forces must be equipped to deal with. Currently these are:

Terrorism	Civil Emergencies	Organised Crime	Threats to public order	Cyber Incidents
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This information quickly illustrates the demands placed on us as a service but this must all be viewed in the context of our own performance and journey:



South Wales has never been a safer place to live, work or visit with the service provided to victims by the Force amongst the best in England & Wales; it is critical that these standards are reflected and maintained through the priorities that are set in the Police & Crime Reduction Plan.

DEMAND 2015

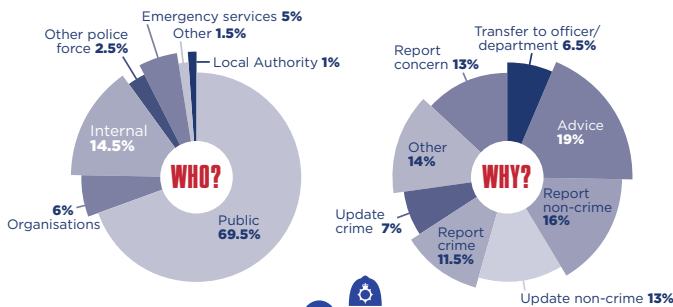
This represents an average day in the life of South Wales Police

INCOMING DEMAND



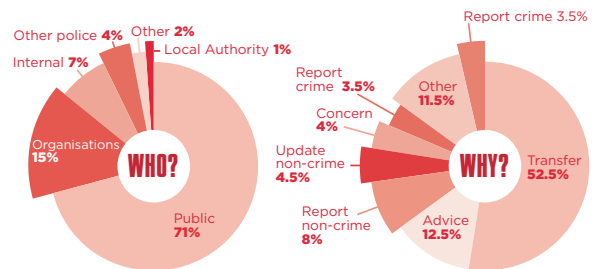
PUBLIC SERVICE CENTRE

613 999 emergency calls received **1360** non-emergency calls received



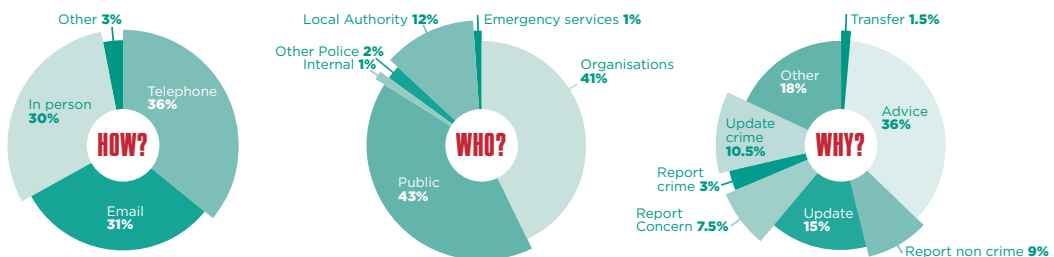
SWITCHBOARD

1686 calls received



OPERATIONAL OFFICERS

915 direct contacts



DAILY DEMAND

11% Of demand was crime related	151 People through custody	94 Arrests	32 Missing persons
131 Transport related incidents	359 Public safety welfare calls	70 Reports of Anti-social behaviour	71 Domestic related incidents
54 Assaults	13 Domestic burglaries	3 Sexual offences	30 Vehicle offences

CHANGE IN TREND SINCE 2008/09

Public safety welfare	+30% ↑
Transport	+14% ↑
Crime	-27% ↓
Anti-social behaviour	-64% ↓

1509 messages and comments received via South Wales Police Social Media

ONGOING DEMAND

In addition to responding to daily calls for service, we also undertake work to safeguard our communities including:

Managing approximately **1789** offenders under MAPPA

Supporting **1591** children on the protection register

Engage with **11,311** repeat victims of domestic abuse

POLICING SOUTH WALES 1ST – 14TH OCTOBER 2015

CORE POLICING DEMANDS



22,613
999 or 101 Calls



1,531
ASB Occurrences



3,672
Crimes



1,524
Arrests



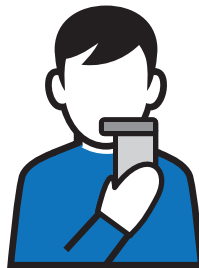
273
Missing Persons



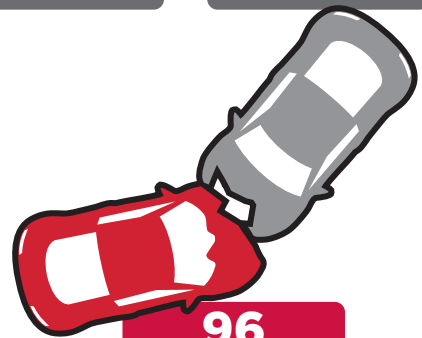
204
People stopped
and searched



1
Royal Visit

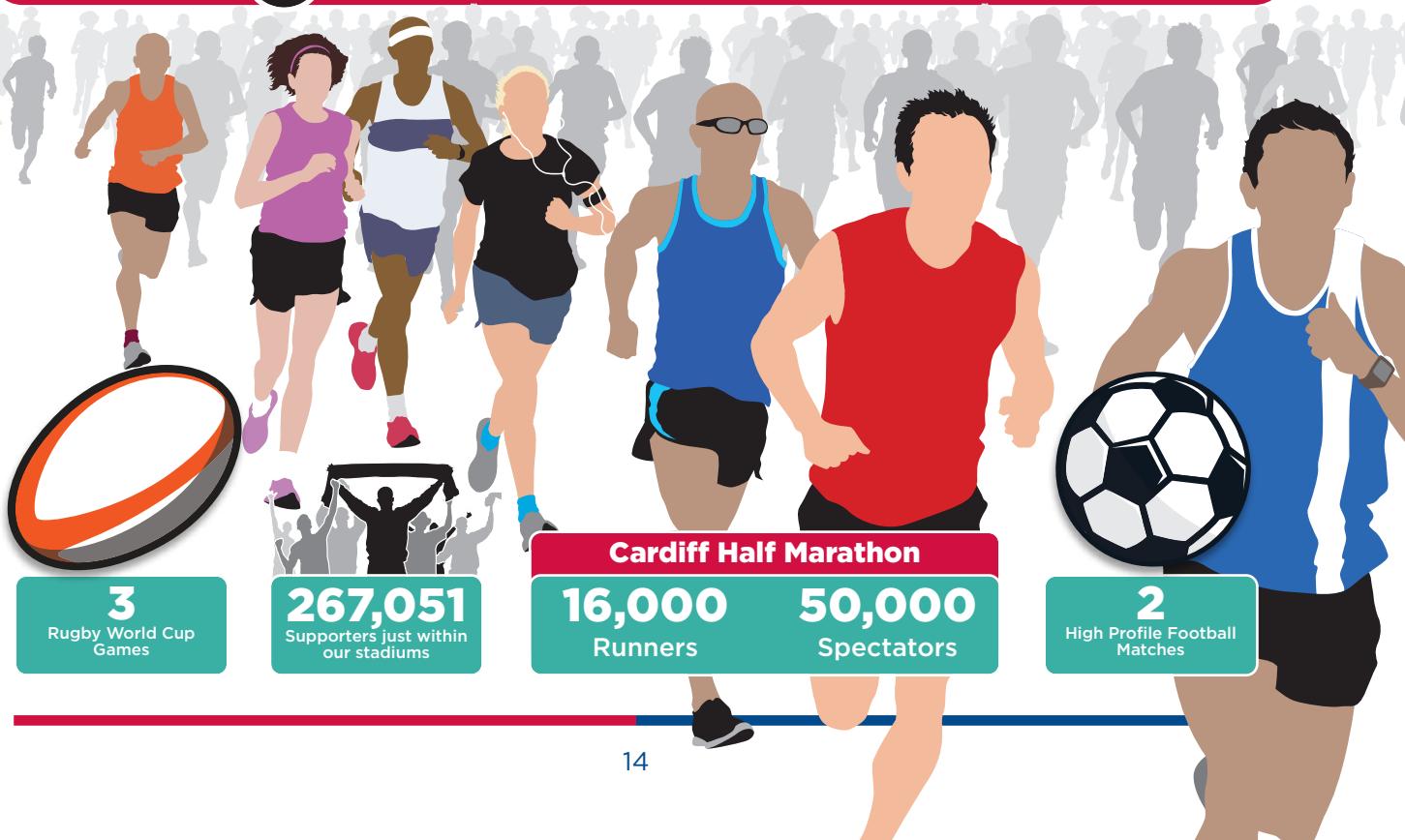


336
Breath Tests



96
Personal Injury Road
Traffic Collisions

YET STILL THE **#1** FORCE IN WALES FOR SERVICE PROVIDED TO VICTIMS OF CRIME



3

Rugby World Cup
Games

267,051

Supporters just within
our stadiums

Cardiff Half Marathon

16,000
Runners

50,000
Spectators

2

High Profile Football
Matches

What our partners are telling us...

Keeping the communities of South Wales safe cannot be achieved through the police acting in isolation and as such it is critical that we work in partnership with other public bodies to achieve this outcome. However, this requires an understanding of their unique priorities as these are reflective of the demands placed upon them.

By understanding the core areas of focus across organisations operating within our boundaries, we're able to ensure that these are reflected through our own priorities, making partnership work more effective through complimentary activity. This exploration and appreciation for the work of our partners identifies clear overlaps within our own priorities:



Our approach to working with a range of partners is delivering a portfolio of successful initiatives to tackle problems across our communities:

Multi Agency Safeguarding Hubs (MASH)	Help Point	Drink Less Enjoy More	Womens Pathfinder	Student Volunteers
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Through innovation and the drive for an evidenced based approach to the work that we undertake, we view 'partners' in a much wider sense than simply those who also provide services to the communities of South Wales. We have forged strong links with the academic world and created the University Police Science Institute (UPSI) with Cardiff University to enhance our knowledge and expertise, providing valuable insight across a number of areas:

Hotspot analysis	Anti-social Behaviour	Violence Against Women & Girls	Victim Services	Criminal Careers
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What the public are telling us...

Understanding and responding to the needs of our communities is a key focus for South Wales Police and as such we use what they tell us to help focus the Force on what matters.

We asked the public to outline whether they agreed with our existing priorities and the weight of approval indicates that we are focussing on the right areas; in addition they also provided valuable insight into things that they feel we should consider moving forward.

Ensure a swift and proportionate response to crime	94%
Reduce violence and tackle the causes of crime	94%
Make communities safe and enable the public to feel safer	93%
Tackle anti-social behaviour with partners	91%
Cut bureaucracy and make things happen	90%
Put victims at the heart of our approach	89%
Make the criminal justice system more effective	88%
Tackle violence against women and girls	87%
Cut crime in the 18 - 25 age group	86%
Make it easier for the public to communicate with the police	86%
Take an evidence-based approach to 'what works'	85%
Prevent offending and reoffending in young people	80%
Promote fairness, equality, diversity and tolerance	79%
Apply the principles of Restorative Justice	75%
Improve road safety	73%

62%

of people felt that Child Sexual Exploitation & Abuse was an emerging area of focus

Terrorism & Radicalisation was also a developing priority for

48%

This feedback has been invaluable and we have also utilised other research, both from a local and national perspective, to provide further evidence to direct our approach. This enables a holistic view of policing, experience, perception and concern, complimenting what we already know.

Informed Communities



59%

of people perceive that we deal with community priorities*



58%

of people don't feel informed about local policing...*



77%

...but are interested!*

*Force Compass Survey findings



Over-arching Values and Principles

Co-operation is the underlying principle that inspires us, together, we achieve more than we can achieve alone

Our overall aims are...

- To reduce crime, disorder and anti-social behaviour
- To promote the interests of victims and protect vulnerable people
- To help build strong, positive, collaborative communities and make every contact count
- To take an evidence-based approach - identifying the problems our communities face, analysing data and identifying “What Works”
- To enable the Criminal Justice System to work faster and more efficiently
- To support the South Wales Police team in which everyone is a Leader and is Proud, Positive and Professional

Our teamwork has four elements...

- **JOINTLY** by Commissioner, Chief Constable and their teams
- **MORE WIDELY** with the South Wales Police “Family”
- **IN PARTNERSHIP** with all other agencies and through
- **ENGAGEMENT** with the public, with a focus on vulnerability, risk, threat and inclusion

We value, challenge and respect those with whom we work...

- Within our own Team
- Within the Police Family
- Within Partner Organisations and Agencies
- Within the wider community

We see Early Intervention as a key principle of action...

- The essence of Policing is action to keep the community safe and confident
- Since Sir Robert Peel, the first responsibility of the police has been to **prevent** crime - success in policing is demonstrated by absence of crime, not the presence of activity
- But policing in a modern society means we have to do far more than just deal with crime. And tackling the issues that our communities expect us to tackle depends on **prompt, positive joint action**
- And as public services have to do more with less, we have to shrink together not shrink apart and follow principles of sustainability and future well-being.
- We cannot do it alone, so South Wales Police will quickly identify trends and causes, and with partners identify the most effective form of **early Intervention**

Priorities

1 We will reduce and prevent crime and anti-social behaviour to keep people safe and confident in their homes and communities

Why is this a priority?

Reducing and preventing crime is my main objective as Police and Crime Commissioner and this is a key priority for both myself and the Chief Constable. We will be tough on crime and the causes of crime, tackling and preventing the underlying issues through the promotion of early intervention initiatives based on evidence, partnership and evaluation to identify “what works” and

how the role of the Police and Crime Commissioner can add value. Although we have made progress in tackling these concerns, we know that more needs to be done.

Crime and anti-social behaviour incidents can have a significant impact on people’s lives, especially the vulnerable and repeat victims, and features as a key concern through our public consultation. There is also an impact upon the offenders themselves, particularly young offenders who get caught up in the Criminal Justice system, and we will also focus our work on diversionary programmes to provide the necessary support.



South Wales Police Youth Volunteer

The level of recorded crime has reduced to level not seen since the mid 1980's and anti-social behaviour levels have also reduced. The changes made to the process of crime recording over the last year can give the public certainty that we are recording crime more accurately and transparently than ever before.

This provides a solid foundation for tackling local crime and antisocial behaviour, working with Welsh Government, social housing providers and councils to make our communities safer, including a new programme led jointly with the Welsh Government to improve the way social landlords respond to anti-social behaviour and vulnerability. We will promote a joint approach with our partners to give the public confidence to report incidents, particularly in order to protect vulnerable people and combat all forms of hate crime.

How we will do it:

Local Policing

- Implement the findings of our joint review of Police Community Support Officers, to ensure that they are visible and engaged with local communities, and have enhanced skills to fulfill that role.
- Maintain community policing.
- Forge strong links between Police Officers working in schools and wider local policing teams to maximize the benefit of engagement with young people.
- Focus on the victim's needs and on prompt positive action to prevent repeat offending, while acting quickly to stop anti-social behaviour,
- Work with young people to expand our South Wales Police Youth Volunteers scheme.

- Recruit more Special Constables from within all our communities.

Working within communities

- Encourage communities to take an active role in local problem solving issues through such initiatives as Neighbourhood Watch, Movement for Change and Citizens UK.
- Contribute to the implementation of the Well-being of Future Generations Act (Wales) 2015 to maintain our partnership approach to developing sustainable futures for our communities, with a focus on reducing crime through early intervention and prevention.
- Work with partners to campaign for legislative, cultural and behavioural change to keep our communities safe
- Work with partners to ensure the Clean Neighbourhoods Act is embedded in local practice to improve quality of life and well-being within our communities.

Violent Crime

- Use the results of the review commissioned by the Chief Constable and Police and Crime Commissioner to develop a more effective approach to licensing and its impacts upon the night time economy.
- Work to reduce violent crime through a multi-agency approach to data sharing and analysis, developing links with Public Health Wales to promote interventions focusing on early intervention and prevention.
- Continue to develop initiatives – such as our Swansea HelpPoint – to reduce pressure from the night-time economy on public services.

#DrinkLessEnjoyMore

Violence surveillance data tells us that approximately 1 in every 2 incidents of violence is associated with alcohol consumption, with peaks in violence with injury across South Wales occurring between 10pm and 4am on Friday and Saturday night and that men aged 18-25 are most at risk of being both victims and perpetrators of violence.

As a result of this evidence, the Commissioner Alun Michael and Chief Constable Peter Vaughan launched the first phase of the Know the Score:

#DrinkLessEnjoyMore campaign in early 2015 to help tackle excessive levels of drinking in our town and city centres by raising awareness of the law.

The campaign is evidence-based and takes an innovative approach, understanding that alcohol plays an important role in the social lives of many people.

We do not demonise alcohol but we do seek to change the perception that it is socially acceptable to intentionally drink to excess on a regular basis. We were clear that based on research, our priority was to focus on education and enforcement of current laws.

This campaign specifically aims to reduce alcohol-related violent crime, with the following objectives:

- We want people to know the laws around serving alcohol to those who are drunk and be aware of the consequences of failing to apply it
- We want to stop people serving alcohol to those who are drunk
- We want people who are drunk to be refused entry to licensed premises and appropriately sign-posted to a point of safety

The campaign is specifically designed to:

- Help and support bar staff and licensees to have the confidence to refuse to serve alcohol to people who are drunk
- Help and support door staff in safely refusing entry to premises

- Help the public to understand the laws regarding alcohol and to be aware that it is illegal to serve alcohol to or buy a drink for someone who is already drunk

- Promote responsible drinking

The campaign is delivered in the form of posters in licensed premises and the use of images on social media. It was launched initially over a seven week period during the Six Nations tournament in 2015.

An evaluation of the first phase was published in July 2015, and successfully demonstrated that challenging the disregard for laws on drinking alcohol had a positive impact on keeping South Wales safe. Findings of the evaluation and its recommendation helped form further phases of the campaign, which have continued to date. A further evaluation was therefore conducted in July 2016.

Findings from the pre intervention (January 2015) and post interventions (January 2016) nightlife user surveys in Cardiff and Swansea found that following the intervention:

- 45.8% agreed that the intervention made them feel safer.
- Those aware that it was illegal for a bar server to sell alcohol to someone who was already drunk increased from 48% to 62.4%.
- Those reporting it was illegal to purchase alcohol for a drunk friend increased from 50% to 63.4%.
- Those agreeing that it was socially acceptable to get drunk in the city decreased from 86.6% to 75%.
- 25% of those surveyed said they had been refused alcohol in the past for being too drunk.
- 29.4% of those surveyed were aware of the campaign, higher than that (17.2%) in the evaluation of a comparable intervention implemented elsewhere in England (Quigg et al 2015)

2 We will improve the way in which we connect with, involve and inform our communities

Why is this a priority?

It has become apparent through our research that our communities are still unclear on the work of South Wales Police and the methods through which services can be accessed. The Chief Constable and I are keen to build upon the successes of recent developments such as the implementation of the Public Service Centre and the re-launch of 101, to ensure that the public can confidently access the services they require, when they require them and in a form most appropriate to their circumstance.

We live in a digital age, where accessibility, communication and the consumption of information require an ever more diverse approach. However, the nature of communities in South Wales means that more traditional methods cannot simply be abandoned and must be part of a wider strategy for engagement.

Public confidence in South Wales Police will only improve further if our communities feel involved, informed and able to connect with services that are recognised to be amongst the best in England and Wales.

How we will do it:

Involve

- Increase workforce representation to ensure our service is more reflective of the communities of South Wales, especially BME communities who are currently under-represented.
- Develop an action plan to improve recruitment, retention and progression of women in South Wales Police, utilising

the findings and recommendations from the Gender Thematic Review.

- Work for the comprehensive delivery of the United Nations Convention of the Rights of the Child as part of our commitment to understand and respond to the needs of children, young people and families.
- Engage with our communities to understand the best and most effective methods of communication.

Inform

- Develop and implement a communications strategy that outlines our commitment to continually improve how we communicate internally and externally.
- Keep communities aware of local policing activity and how to access police services.
- Where we are not the right agency to deal with issues, we will help members of the public to make contact with the appropriate service.

Connect

- Introduce online reporting for crime and anti-social behaviour.
- Create an online portal through which victims are able to track the investigation of their crime.
- Further develop the accessibility of our Public Service Centre.
- Continue to work locally and on a national level to enable 101 to be accessible to those with diverse needs.
- Take an innovative approach to using the latest technology and communication platforms, including Social Media, as a mechanism for engaging with our public.

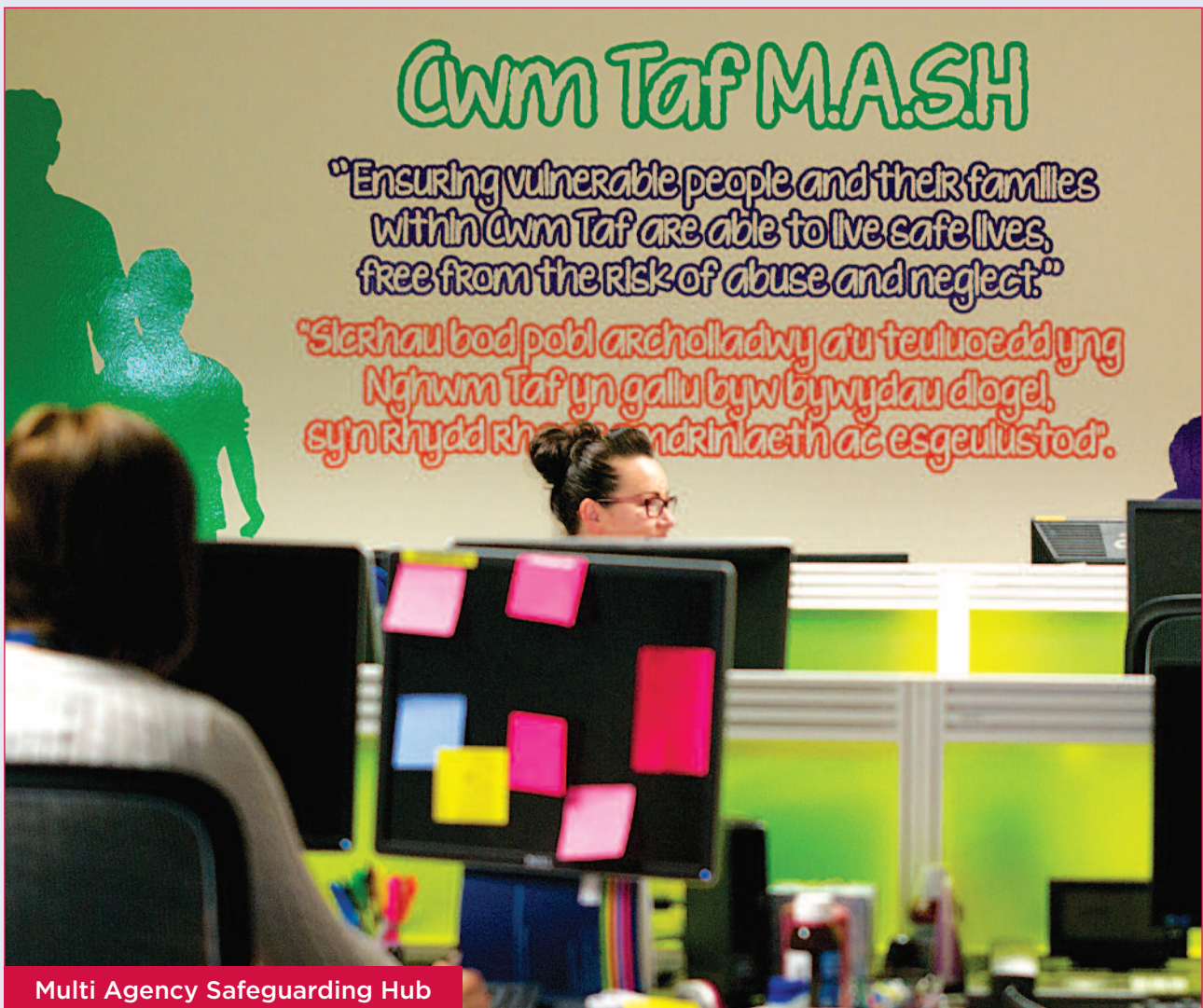
3 We will work to protect the most vulnerable in our communities

Why is this a priority?

In this age of financial challenges, it is essential that we do not lose sight of the need to protect the most vulnerable in our communities. I am therefore keen to work with partners to deliver better services, irrespective of what our statutory responsibilities are, because that is the right thing to do for the vulnerable people in our communities. To achieve this I will work with partners to support our communities in the

right way by better understanding their issues and the services they require, providing an opportunity for “peer challenge” to identify what works, promoting the sharing of best practice and identifying common goals.

We want to ensure that we have the best possible arrangements in place, both internally and externally, to protect the most vulnerable members of our communities, children in particular. We will be focussing attention on vulnerable missing people, child sexual exploitation and abuse, and domestic violence.



How we will do it:

Violence Against Women and Girls

- Complete the implementation of the South Wales Violence Against Women and Girls Action Plan.
- We will work with partners to sustain the domestic abuse and sexual violence services to meet the needs of victims across South Wales.
- Improve our response to victims of Honour Based Violence and Female Genital Mutilation.
- Continue to develop the Multi-Agency Safeguarding Hubs (MASH) and Multi Agency Risk Assessment Conference (MARAC) process, also covering those affected by Child Sexual Exploitation and Abuse, to cover all parts of South Wales.
- Further embed the IRIS (Identification and Referral to Improve Safety) programme to encourage domestic abuse referrals in GP surgeries and seek to establish a regional health based IDVA (Independent Domestic Violence Advocate) service.
- Continue to implement the vulnerability awareness training delivered to all Police Officers and partners who interact with the night time economy.
- Build on our work with the five universities across South Wales to identify and support students who become victims of domestic abuse or sexual violence.

Mental Health & Disability

- Work with partners to improve the support and communication between the police and those with mental health needs or learning difficulties through the roll-out of the Keep Safe Cymru card.
- Support the introduction of non-custodial places of safety for individuals who may be detained under Section 136 of the Mental Health Act and ensure officers and staff are trained to provide effective support to those with mental health needs.

Child Sexual Exploitation & Abuse

- Implement the recommendations of the Child Sexual Exploitation Review.
- Introduce Children's Advocates to work with victims.
- Improve ability to identify those that are vulnerable and work with partner agencies to deliver effective support mechanisms.

Vulnerable People

- Utilise the findings of the internal Hate Crime review to ensure victims are provided with the most appropriate service and are satisfied with the response they receive.
- Encourage victims of hate crime to report incidents so that they can receive appropriate support.
- Work with partners such as GetSafe Online and the Older Peoples Commissioner to tackle the growing issue of scams and fraudulent behaviour.

4 We will make sure that the local Criminal Justice System works effectively and efficiently, meeting the needs of victims and challenging offenders

Why is this a priority?

The Criminal Justice System needs to have a clear emphasis on reducing crime with a focus on the areas of preventing offending and reoffending and reducing harm and risk to the public.

Whilst the past year has seen significant progress in developing a more effective criminal justice system there are still opportunities to improve. The merging of the South Wales Criminal Justice Board with the Integrated Offender Management Board, and the development of a joint delivery plan with shared objectives across the criminal

and social justice landscape, provides one such opportunity to deliver services more effectively.

This is just one example of our innovative approach, resulting in closer working relationships with the National Offender Management Service in Wales, promoting opportunities to develop a joint strategy for tackling reoffending and implementing an integrated approach to offender management. With a significant proportion of the prison estate falling within South Wales, I will work with prison governors and providers of resettlement services to ensure effective reintegration opportunities for offenders

I have also established an out of court disposal scrutiny panel, providing the opportunity for criminal justice partners to assess whether the use of out of court



State of the art custody facilities across South Wales Police area

disposal orders are being used correctly and effectively. I have been encouraged by our initial work and look forward to this developing as we seek to reduce reoffending and opportunities for alternative pathways to criminality.

How we will do it:

Victims

- Reform victim support services to ensure they are targeted towards those most in need.
- Introduction of a multi-agency model for supporting victims, with enhanced support for vulnerable victims as well as children and young people who are victims of crime.
- Increase the opportunities for the use of a restorative element in crime outcomes to promote and strengthen the ‘victims voice’ as a mechanism for reducing reoffending.

Offenders

- Increase the number of offenders diverted from the Criminal Justice System through implementing initiatives such as the Women’s Pathfinder programme across the South Wales force area.
- Implement the findings of our Mental Health review to develop pathways for people with Mental Health issues to divert them to the support they need, rather than inappropriately ending up in the Criminal Justice System.
- Develop and expand opportunities to intervene early to reduce offending and improve life opportunities for the 18 – 25 age group.
- Implement the WISDOM model to further

enhance our response to the needs and management of our most dangerous offenders, ensuring victim safety is at the heart of our response.

- Implement the findings of the national trial of the Safe Lives “DRIVE” project aimed at early intervention in the management of domestic violence perpetrators.

Partners

- Work with the National Offender Management Service in Wales (Prisons, Probation and Contracted Services) to develop a common understanding of priorities, and assist in the development and delivery of a coherent end-to-end integrated offender management approach across South Wales.
- Work with partners to realise the benefits of the Transforming Summary Justice programme.
- Reform and implement a jointly commissioned substance misuse services by aligning community based delivery through joint working with Area Planning Boards and Local Health Boards, focussing on identifying and addressing issues for offenders to prevent reoffending.
- Work with partners to ensure a joint response to emerging and current priorities, with a focus on targeting those individuals and families who place most demand on local services based on threat, harm and risk.
- Develop a better understanding of the impacts of the changing diversity within our communities, with particular focus on the growing foreign national communities within South Wales.

5 We will make our contribution to the Strategic Policing Requirement and successfully police major events

Why is this a priority?

South Wales Police is a key strategic force in the support of major national events outside of its boundaries, making a significant contribution to such things as the 2014 NATO conference, the 2012 Olympics and the 2011 London riots.

The annual Strategic Policing Requirement is an important element of policing approach across England & Wales, identifying key national threats that must be addressed and the capabilities required to counter them. Whilst public concern around these issues may depend on high-profile incidents and media coverage, their policing demands constant focus in areas such as:

- Terrorism
- Serious and organised crime
- Cyber security incidents
- Civil Emergencies
- Public Order and Public Safety
- Child Sexual Exploitation & Abuse

Contributing to these challenges is a priority for the Chief Constable and myself and we acknowledge the importance of ensuring that Wales is well served through collaborative arrangements.

How we will do it:

- Tackle radicalisation in our communities by building trust to promote an environment where people have the confidence to report extremist behaviour.
- Work collaboratively with other forces and partners to identify efficient ways of responding to major incidents/events.
- Identify, understand and tackle emerging threats such as online crime and work with partners to raise awareness.
- Work with partners to identify and disrupt people trafficking and Child Sexual Exploitation and Abuse.
- Ensure that local Serious and Organised Crime Boards respond to local issues.
- Work with partners, such as the National Offender Management Service in Wales to develop more effective offender management approaches to organised crime offenders.



The NATO Summit, 2014

6 We will spend your money wisely to protect policing in your community

Why is this a priority?

Police forces across England & Wales have faced severe cuts in the Police Grant from Central Government. That makes difficult decisions inevitable, but even in these tough times the Chief Constable and I have made a commitment to protect Neighbourhood Policing (also known as community policing) and to ensure that South Wales Police is working effectively with partners to maintain the level of services our communities expect.

In order to do this, we need to ensure that our resources are locally based, strategically placed with effective and efficient services focussed on need.

How we will do it:

People

- Develop a People Strategy to ensure that we have the right people in the right place.
- Protect the necessary number of police

officers wherever we can whilst saving at least £71m in the period from 2010/11 to 2018/19.

- Seek a sustainable model for policing in South Wales under current pressures.

Estates

- Develop a strategy to spend less on buildings whilst we ensure that we have fit for purpose estate at point of need.
- Explore further collaborative opportunities to align our Estates Strategy with those of our partners, such as the Joint Fleet Workshop with Bridgend County Borough Council opened in 2015.
- Complete the development of our joint Blue Light Public Response Centre.
- Identify opportunities for collaboration of procurement and back office costs with other forces and public sector partners.

Equipment

- Make more effective use of technology and support the aims of Programme Fusion in areas such as mobile data and iR3.



Tŷ Richard Thomas Joint Vehicle Maintenance Facility

What does success look like?

Outcomes	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
An increase in the number of people who feel that their neighbourhood is a safe place to live	✓	✓	✓			
Increased confidence to report incidents of crime & anti-social behaviour	✓	✓				
Increased perception that the police deal with local concerns	✓	✓	✓	✓	✓	✓
Work with the Future Generations Commissioner and partners to ensure that we are early adopters of the requirements of the Well-being of Future Generations Act (Wales) 2015	✓	✓	✓	✓	✓	✓
High level of public awareness of the Community Trigger and Community Remedy	✓	✓	✓		✓	
Increased reporting of Violence against Women and Girls from individuals and agencies	✓	✓	✓		✓	
Increased awareness of the level of Child Sexual Exploitation and Abuse with improved support mechanisms for victims		✓	✓		✓	✓
High level of satisfaction for victims of crime					✓	
Increased satisfaction with the services provided to victims			✓		✓	
Reduction in the use of Section 136 of the Mental Health Act through the more appropriate use of facilities			✓	✓	✓	
Reduction in 18-25 age group offending rates	✓			✓	✓	
Reduced level of re-offending through the implementation of initiatives, such as Women's Pathfinder Programme				✓	✓	
A coherent and integrated whole system approach to offender management across South Wales	✓		✓	✓	✓	✓
A better understanding of demand across South Wales Police	✓	✓	✓	✓	✓	✓
All areas of demand are analysed on the basis of identifying early interventions, prompt and positive actions	✓	✓	✓	✓	✓	✓

Finance and Other Resources

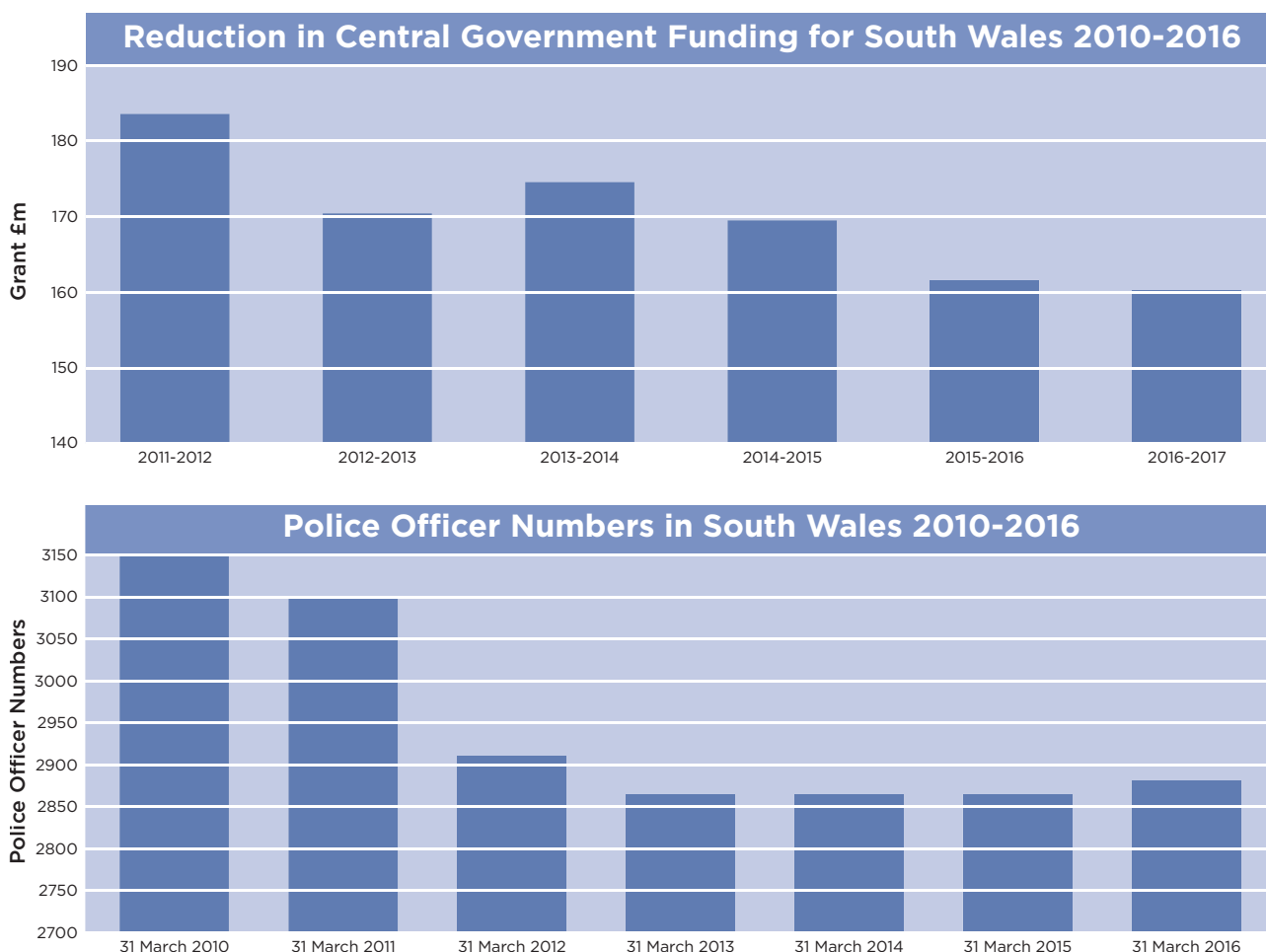
South Wales Police is a large organisation serving a population of 1.3m people over a large area and incorporating 2 cities. As such, the force is reliant on a range of resources to ensure the right services can be delivered to the public. There is an obligation on both the Commissioner and the Chief Constable to demonstrate value for money in the use of resources.

Finance

The financial outlook remains extremely challenging. South Wales Police has lost £45m (23%) in central grant since 2011/12. After severe cash cuts through the first 5 years of the Government’s austerity programme, for 2016/17 the Home Office announced that policing would be protected at a cash flat level. However, it is

clear that this “protection” also takes account of precept growth. Accordingly, there is a further cash cut in grant of 1.4% for 2017/18, a loss of £2.2m and further cuts are now predicted until at least 2020/21. The Home Office has also reinvigorated its review of the police funding formula and it is possible that a new funding formula will be implemented for 2018/19. This poses a further significant financial risk. Recent years have also seen a significant degree of cost being “shunted” onto police budgets – recent changes in National Insurance contributions and the Apprenticeship Levy have increased cost by nearly £6m that can only be found through savings elsewhere.

The combined impacts of grant cuts and inflation have resulted in a value for money target of £57m between 2010/11 and



2020/121. Savings of £48m have been successfully delivered and a further £4.4m is in the course of delivery.

In spite of these challenges, council tax for South Wales is still the second lowest of the 4 Welsh police forces. The precept strategy remains to increase council tax by 5% to help protect police and community safety officer numbers and address the vulnerability gap.

South Wales currently has the second lowest precept charge for policing in Wales.

2016-2017 Band D Council Tax

North Wales	£240.12
Gwent	£220.06
South Wales	£207.85
Dyfed Powys	£200.07

Our strategy of a small increase on the precept (about 20p a week for many households) is vital to protecting police officer numbers.

Estates

South Wales has a large portfolio of buildings. Significant strides have been

made in recent years to rationalise the estate. New bridewells have been built in Cardiff Bay, Merthyr Tydfil and Bridgend which provide state of the art custody facilities.

Collaboration has been a major theme in the rationalisation of the estate. A new fleet maintenance facility has opened in Bridgend in partnership with the County Borough Council. The Headquarters block in Bridgend is nearing completion to accommodate an enlarged Public Service Centre which will incorporate staff from South Wales and Mid and West Wales Fire and from the National Health Service.

Procurement

The three Southern Wales Forces have had a single strategic lead for procurement since 2012 and have made significant progress in the collaborative procurement agenda. Currently 65% of addressable non-pay spend across the 3 forces is spent through collaborative arrangements. The McClelland Review of Procurement in Wales states 50% as a benchmark. This puts the police as one of the best performing sectors in Wales.



Queen's Road Police Station

Governance and Accountability

The 2011 Police Reform Act, which created the role of Police and Crime Commissioners, introduced a significant change in the governance of policing, and the relationship with partner agencies. Since being elected I have worked with the Chief Constable and partners to establish a governance framework that provides accountability and transparency balanced with the opportunities for developing joint working initiatives.

The Police & Crime Panel holds me to account for the progress in delivering the priorities within this plan. I have sought to develop a constructive, yet positive relationship with the Panel and have engaged with them as a “critical friend” in areas such as the development of the Police & Crime Reduction Plan and our work to deliver my priorities. The Commissioner’s Strategic Board is where I formally hold the Chief Constable to account for delivering the operational policing priorities within this plan, and I have worked with partner

agencies to develop effective mechanisms to drive and monitor the delivery of partnership priorities. One example being the joint South Wales Criminal Justice and Integrated Offender Management Board, which brings together agencies from across the criminal justice spectrum, allowing us to identify and resolve obstacles, as well as creating a more integrated approach to future planning.

The need for solid evidence and evaluation is critical in developing this structure and to demonstrating how the implementation of our priorities is making a difference to the public and is improving services. We are committed to an evidence-based approach to focus our efforts in the areas of greatest need, while developing a good understanding about “What Works”

Other formal mechanisms for accountability include an agreed internal and external audit process, which assesses both my team and that of the Chief Constable and is monitored by an Independent Joint Audit



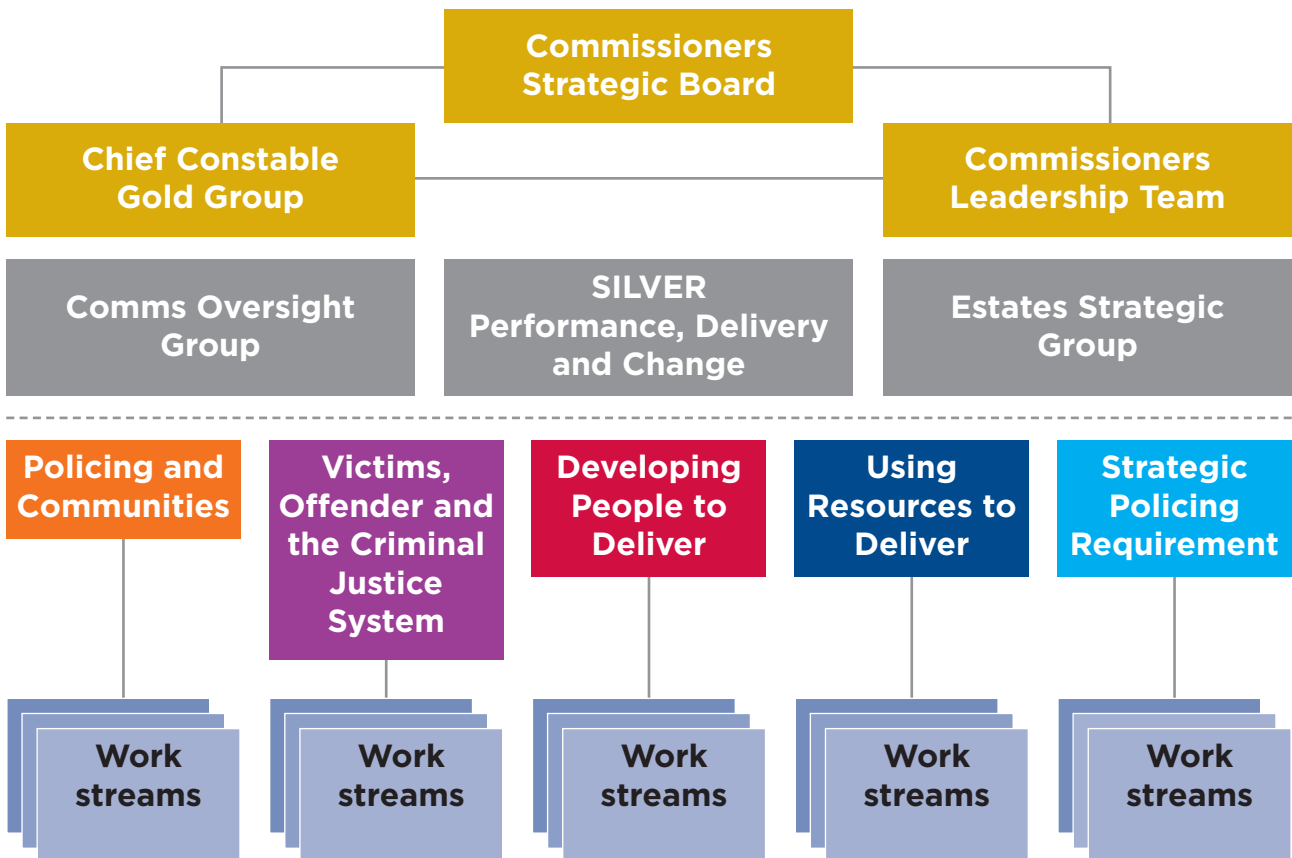
Committee. I also contribute to the reviews and inspections conducted by Her Majesty’s Inspectorate of Constabulary and work with the Chief Constable to ensure that recommendations are implemented where identified.

Progress in delivering my priorities is monitored through an integrated governance structure which allows my Deputy and Assistant Commissioner to work with Chief Officers to resolve any issues. This will report into the Strategic Board and provide a coherent process for improving policing services, identifying efficiencies and laying the foundations for a longer-term view of policing.

The need for solid evidence and evaluation will be critical in developing this structure and the Academic Board involving academics from across South Wales, will be

critical in assisting us in demonstrating how the implementation of priorities are making a difference and improving services. The work of this board complements our commitment to using an evidence-based approach to focus our efforts in the areas of greatest need, as well as understanding what works.

I will also be working with the Chief Constable to embed the Code of Ethics within South Wales Police. These guidelines have been produced by the College of Policing and are intended to “**set and define the exemplary standards of behaviour for everyone (police officers and police staff) who works in policing**” by taking policing back to its core Peelian principles. This is a reflection of my own approach to policing and we have introduced an Independent Ethics Committee, to ensure that staff adhere to the principles of the Code.



Annex 1: The Commissioner's Role - Underlying Principles and a Vision for South Wales

The 2011 Police Reform Act established new roles and responsibilities for policing in England & Wales. Some people still think it merely replaced the old Police Authority with a Police and Crime Commissioner but in fact it ushered in a whole new set of requirements, including the Commissioner's responsibility to publish the Police & Crime Plan.

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

The election in 2015 has given us certainty about the long-term future of the role of Police and Crime Commissioner, but it has also given us the unwelcome certainty that the Police Grant, decided by Central Government, will continue to be cut significantly each year. That's why I have worked closely with the Chief Constable, Peter Vaughan QPM, to develop a Police & Crime Plan that recognises the realities of operational policing and what is needed to

deliver on a shared vision for the future through from 2016 to 2021. The cuts in Police Grant make it tough for all of us, but it doesn't change the need for unremitting questioning of the evidence and robust evaluation to identify what works to reduce crime and demand on the police.

Indeed, it increases the urgency for us to promote early intervention with prompt and positive action as a way of keeping our communities safe. That's the key

priority for me and for the Chief Constable, set out in our joint statement of

Principles (page 18) and its why my approach is to work with all our partners to ensure that current approaches to crime reduction and prevention are tested using action research methods.

This is important because only when we know the true extent of crime,

and the real impact on victims and the real issues within communities, can we focus collective resources on providing an effective, partnership approach to resolving them.

I have been encouraged to see that the priorities set out in my initial plan continue to resonate well with those of partner agencies - particularly with local government but also Welsh Government, the NHS, and with organisations in the



Criminal Justice System. We face similar challenges, and in many areas we are also working towards the same goals: delivering our services to meet the needs of the same communities, often seeking to help and protect the same vulnerable individuals. Through a collective understanding of community need and an evidence-based approach to achieving common outcomes, agencies from all sectors can work together to effectively achieve these goals.

Partnership working is underpinned by our main purpose: to reduce and prevent crime. That's not an optional extra to the operational policing response because it's essential to reduce demand in a climate that requires us to do more with less – and places the same pressures on every other public body. In 2014 I explained this by showing the Police & Crime Reduction Plan as being made up of four quartiles:

The quartiles are:

- Policing and those things that fall to operational policing to deliver
- Partnership working with local authorities, the NHS, the Voluntary Sector and others to prevent crime and reduce harm.
- Working with other agencies to make the Criminal Justice System more effective in South Wales
- Identifying new areas of increasing need in order to plan ahead effectively

That fourth quartile is increasingly important. Initially we identified the impact of criminal activity on the Internet and the needs of our increasing population of older people as key challenges and these remain key priorities. We have also responded to new challenges – for example, in response

to the Alexis Jay report on Child Sexual Exploitation in Rotherham Peter Vaughan and I put in place a Joint Strategic Review of everything done by South Wales Police directly and with or through partners to make sure that no aspect of this issue is overlooked in South Wales.

That review led to a “Summit” attended by the Leaders of all public bodies across South Wales and a joint action plan for the future. The Police & Crime Reduction Plan 2016-2021 builds on the firm foundations we have developed with partners, as well as embedding the core values of co-operation and partnership into everything we do. I am now even more confident that we are on course to have a better understanding of the actual level of crime within South Wales so that the police and their partners can best meet the needs of communities, whether that be reducing and preventing crime, tackling anti-social behaviour or supporting victims.

There has also been considerable progress in developing a more effective relationship with health bodies through sharing data to inform and drive action. There is a more focussed approach on reducing offending and reoffending in the 18-25 age group, and a clear commitment to tackle violence against women and girls with our Joint Action Plan, which also reflects the initiatives of Welsh Government.

Achieving More Together

My existing and long-held belief that partnership working is the most effective mechanism for reducing and preventing crime is supported in the 2011 Police Reform Act. The Act outlines my legislative responsibilities with regard to: South Wales Police, Criminal Justice Systems locally and

the promotion of wider and more effective partnership working.

I very much welcome this additional legislative responsibility as it continues the partnership principle I set out in what became the 1998 Crime and Disorder Act which established Community Safety Partnerships and Youth Offending Teams. It is also the cornerstone of my Police & Crime Reduction Plan. As was made clear in the Justice Select Committee's report on "Justice Reinvestment", the police cannot deliver safe and secure communities on their own; a wide variety of organisations – and indeed the public – have a role to play.

I am also pleased with the progress made in working with the Voluntary and Community Sector, with a Compact on the relationship that will be in place well before this Plan comes into force. The concept of a "Compact" is based on the fact that voluntary and community organisations are a varied and disparate group that individually lack the strength of any public sector bureaucracy, and are yet increasingly called upon to work with of for the public sector.

As they mostly work to clear charitable objectives, that are often different to the objectives of the public agencies with which they work, the idea of a "Compact" is to provide a clear agreement that will enable the public sector and voluntary organisations to work together in the public interest on the basis of mutual respect. When I introduced this idea in 1997, some of the best examples were seen in South Wales, not least in Merthyr and Neath, and I am delighted that the sector in South Wales has been keen to build on that experience.

That has been led by the Councils of Voluntary Action or Councils for Voluntary

Service in the seven local authority areas in South Wales, culminating in a conference in October 2015 also designed to enable their comments on the draft Police & Crime Reduction Plan 2016-2021 to be taken into account.

We have also been working closely with voluntary organisations which have a specific focus on the Criminal Justice System and in protecting vulnerable people, and with Social Landlords on reducing anti-social behaviour.

In a context of financial austerity in which the police have suffered and continue to suffer, difficult decisions have had to be taken. We are now faced with the prospect of deep financial cuts within local government which could have devastating consequences, particularly for community and youth services. It is apparent that in order to face the true nature of financial challenges, the police and their partners need to work closely together.

Therefore the success in delivering my priorities will not be about catchy headlines but about ongoing constructive, partnership working that seeks to deliver long-term benefits to the communities within South Wales. Such emphasis on the importance of a joined up, smarter working approach is maintained as a key element running through this plan. I firmly believe that at a time when the financial situation is at its most challenging, we need to work together to be more effective in improving the quality of life for our communities and the individuals within those communities.

During a previous period of deep cuts in public expenditure in the 1980s, many organisations retreated into their own silos and withdrew from joint initiatives. This time around it is different. Leaders in most of the

public bodies we work with are instead saying “in tough times we need to do **more** together.” Together we can achieve more than we can achieve alone. Organisations across all sectors are now feeling the cold winds of year-on-year cuts and it is heart-breaking to see services that we love and value being slashed because there is no other way to balance the books. If we are to “shrink”, then we need to shrink together, jointly managing the impact of the cuts rather than acting in isolation.

One of the most important parts of my role is developing relationships with partner agencies in order to identify common objectives and overcome obstacles to delivering services effectively. The meetings I have with local authorities and other partners continue to be invaluable in providing me with a better understanding of the complexity of the partnership landscape across South Wales and in agreeing ways we can be more effective.

I also want to work with our magistrates across South Wales and learn from their observations and experience in court. And there are developments such as the restorative justice pilots in Cardiff Crown Court from which we may learn a great deal.

The South Wales Criminal Justice Board has now been merged with the Integrated Offender Management Board for South Wales – a first in England and Wales – bringing together those who have a key part to play in making the Criminal Justice System work well locally for the people of South Wales. I have established a Panel which scrutinises out-of-court disposals – ways of dealing with an offence quickly by means of instant penalties or interventions – to make sure that they are effective and not an “easy option”. The Panel includes the Deputy Chair of each of the Magistrates

Benches across South Wales as well as prosecutors, court staff and Victim Support. It’s a robust group that examines sample cases and is providing just the reassurance that the public need to have confidence in the system.

I have worked with the Courts Service – for example to enable CCTV evidence facilities in Neath – and with the National Probation Service, the three prisons that are located in our area and with Working Links which now “owns” the Community Rehabilitation Company for Wales.

Through such forums, I have developed an appreciation of the processes that partners have to go through both individually and collectively to define their priorities and the pressures they face in delivering services. That is why I value the engagement and commitment of all seven local authority leaders and chief executives. Peter Vaughan and I meet them regularly, and our meetings are increasingly practical and focussed on joint action.

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

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

between sharing information to prevent crime and the need to protect personal data.

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

The work of Professor Jonathan Shepherd provides evidence that in such partnership working leads to considerable gains for all concerned and for the public. The collaborative work that has developed in supporting the Help Point in Swansea is demonstrating that there are enormous benefits to be derived from this approach. I am particularly pleased delighted that we have now signed a Memorandum of Understanding for joint working with Public Health Wales. Their mission to reduce harm in terms of health and our mission to reduce crime and anti-social behaviour find practical application in terms of reducing violence, tackling substance misuse, dealing with excessive alcohol issues, coping with mental health, and a number of other major areas of policy in which health benefits and public safety are both well served.

We want to cut offending in the age group which now harbours the most prolific criminal activity - the 18 to 25 age. At the same time each local authority in South Wales has stated an ambition to cut the

number of young people not in employment, education or training and to give better support to young people leaving care. In addition, different agencies are trying to reduce the impact of substance misuse, alcohol, mental health problems and homelessness. This work is slower than I had hoped for - not least because of the cuts affecting all the partners - but it remains, a crucial objective and I believe we are making progress.

Without entering too far into dangerous generalisations, there is certainly a significant degree of overlap between our "target" groups. It is manifestly obvious that we can do more together than we can do alone, especially in tough times. Our success in applications to the Police Innovation Fund means we can bring new resources to assist in addressing the areas of: 18-25 year olds, violence against women and girls and violent crime.

Joint working with GPs has accelerated through the IRIS (Identification and Referral to Improve Safety) project, which is showing real benefits. This project has been launched to provide training and support to general practitioners in health in order to identify and refer cases of domestic abuse.

The work we are doing with partners to jointly plan and fund services for victims of domestic abuse will aim to put them on a much more sustainable footing, and the innovative programme to tackle domestic abuse perpetrators, which will be piloted in Merthyr and Rhondda Cynon Taf, has a strong focus on prevention - stopping the abuser perpetrating violence instead of the only focus being to pick up the pieces for victims.

These are just a few clear examples of the benefits of co-operation and partnership

working. It is not easy and it can be frustratingly slow in the early stages, but it works best for the long term. Of course, we don't expect a police officer to hesitate when responding to a violent incident, a burglary or a car crash.

Those are just some of the occasions on which we depend on officer's "can do" attitude and quick instincts, and long may that continue. Yet if the partnership approach continues to result in reduced offending and reoffending trends, particularly for the most serious cases, it will create some headroom for our police officers.

Goodness knows they need it as they cope with the impact of "austerity" and at the same time aim to continue the upward trajectory in the proportion of offences which have a good outcome in terms of sanction/detection.

Challenging Times

We must work co-operatively to do things better, smarter, and more efficiently, with less. It's not that we want to do more with fewer police officers - with officer numbers down from 3,400 to 2,815, it is imperative. The early decisions taken by the Chief Constable as a response to 'Austerity' created some flexibility, and there will be a slight increase in the number of police officers in post in 2015-2016 but that will be difficult to sustain in future years if the reductions in Police Grant are as severe as has been projected to date.

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

In preparing the budget for last year and this year, the Chief Constable and I had

serious discussions about staff numbers and workforce balance as we sought to balance the books. It is my judgement that the cuts to the Home Office Budget and to police finances go too deep and have already caused serious damage. However, having made that clear I am not going to waste time complaining about it. I applaud the approach of the Chief Constable over the past three years in coping with the front-loaded cuts in the Spending Review.

He and his team have got on with driving down crime and protecting the public even in tough times and I will follow his example. However, you cannot escape the fact that police numbers are down from a high of 3,400 to the present establishment of 2,812, which is an all-time low for South Wales Police. Effective management means that while we are seeing a slight increase in officers for 2015-2016, the long term prospects remain gloomy.

For both of us, the loss of police officers and police staff is the option of last resort and will be kept to a minimum. Yet in a service whose prime asset and main cost is our staff, some reduction is the inevitable consequence of these deep Government cuts but we still have to respond to the priorities of neighbourhood policing and the strategic responsibilities of the largest force in Wales. That challenge cannot be avoided and we are not going to follow the approach of some police forces elsewhere of walking away from neighbourhood policing.

The Chief Constable and I are clear that it is not a good idea to give extra powers to PCSOs as that can blur the distinction between a PCSO and a warranted officer. I continue to support the Chief Constable's wish not to increase powers in ways that are allowed within the current legislation and that is why instead we undertook a review

the role of the Community Support Officer and the way they are used in South Wales at present.

We are intent on using to the full the additional 205 PCSOs funded by Welsh Government and we value the continued commitment of Welsh Government Ministers to this and other initiatives which help us to serve our communities.

I have a sound starting point for this work: meeting all the different groups of councillors across our seven local authorities in South Wales always leads to challenging discussions but universally there is a warm appreciation of the local policing team and an endorsement of the work done by PCSOs in the local community. The level of confidence is far better than I have seen before at any point in over 45 years of public service.

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

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

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

I continue to question the approach of the Inspectorate in naming the Force or Forces when offering praise but to anonymise criticism. The Inspectorate, Ministers and anyone else should be specific when issuing criticism because anonymous criticism appears to tarnish all 43 Forces. I frequently have to respond to Media queries by pointing out when specific national reports on “police failings” do not apply to South Wales. If South Wales Police deserves criticism we want it to be specific so that we can tackle the issue directly. Anonymity and generalisation are unhealthy so this needs to change, but the press releases from the Inspectorate currently maintain the same failings.

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

However my main criticism goes deeper than that. The real question should be whether the benefit outweighs the dangers: I am convinced that the use of a Taser - for

example on a person wielding a knife or a crowbar - will often result in less risk and/or actual harm than use of a baton or other form of physical restraint for the offender as well as for the public and for police officers.

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

Having said that, I value the discussions we have had with the Inspectorate over the past year - with a particular endorsement of the approach we have taken to reducing Violence against Women and Girls and comments about the efficiency of the service provided by South Wales Police - but there is a problem with the way that resources have been taken from Police Grant to fund additional inspection work. Inspections absorb an enormous amount of time for operational officers and sometimes pull against the grain of local priorities.

The 2011 Police Reform Act established that the policies and practices for each local police force should be driven by the Police & Crime Plan - yet the Inspectorate does not generally measure the Force against the extent to which it is delivering on the Police & Crime Plan. While they continue to inspect against centrally-decided criteria in a way that pulls against the grain of the Government's stated aim of creating a system of local accountability, I am pleased that in recent times there has been a greater acknowledgement of local priorities and effectiveness in meeting those priorities.

There are also concerns about the work of

the Independent Police Complaints Commission. Again there is a constructive and robust relationship with the Commissioner for Wales, Jan Williams, but the Independent Police Complaints Commission has been given extra funds through a top-slice from our Police Grant and I am concerned to learn that a lower proportion of investigations will be supervised by Commissioners. Some of the Commission's staff appear to have little understanding of the changes wrought by the 2011 Police Reform Act and there appears to have been an increase in investigators with a lower level of training and experience.

I was one of those who campaigned for the creation of an independent police complaints commission, so I am passionately in favour of the role that this body exists to fulfil but I am worried about the changes that have been decided on by Ministers in the past three years and which appear unlikely to bring about the intended benefits.

Instead of a "Commission" with an independent Chair and individual Commissioners with a personal remit for Wales (and for each region of England) the Government is being advised to consider an "Ombudsman" model. I believe this to be a mistake since it concentrates everything in the hands of one individual - the Ombudsman - and the Commissioner for Wales will be replaced with a civil servant who will lack the personal remit and accountability of the Commissioner.

Adding Value

Public debate about policing has been grossly oversimplified in recent years, and that is a problem. I believe that it is dangerous to take a simplistic approach to

defining what we expect from the police.

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

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

The work of the police service is enormously complex and reaches into many surprising aspects of human activity. They are often the last resort for members of the public who can find no help elsewhere and well under 20% of the calls to the police are now about crime. So the message from the Home Secretary that “crime is down so you need fewer police officers” is based on a fundamental misunderstanding of what the public expect from the police. It is also based on a misapprehension about how to prevent local crime.

The wide remit of my role – set out in the 2011 Act and in the Oath of Office - provides

me with a strategic view of this landscape, allowing me to identify the connections we share with councils and health bodies and with our communities. It is a fact that the people we are trying to help are often the same people in the same communities so we need to seize the opportunities that exist to use these connections more effectively.

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

One area where I can add value is through my ability to fund partnership initiatives, such as the Crime Reduction Fund (formerly the Community Safety Fund) and in support of Youth Offending Teams. We know that the total “pot” is being cut, and we are fearful of further cuts, so we will face difficult decisions but I shall do my best to protect this funding as far as possible and undertake work to ensure that it is directed towards delivering my priorities. I will seek to play my part in funding the partnerships and play a full part, with my Deputy Commissioner and Assistant Commissioner, in helping to make them fully effective.

I have concentrated on the things we can do together to cut crime and create safer communities, but I also want to pay tribute to the Chief Constable and his team; from chief officers to police officers at street level, from detectives to PCSOs and other

staff members, for the high-quality policing service they deliver to the public of South Wales.

In particular, the evidence of continuing improvement in victim satisfaction is enormously significant. We must not take for granted the day-to-day work undertaken day in and day out, in all weathers and in all sorts of circumstances, some of them extremely difficult and challenging. Nobody in the team should be taken for granted and so I want to confirm South Wales Police as a “Living Wage” employer. It is important that both I and the Chief Constable are seen to support the team who contribute so much to making South Wales Safe.

I believe that we are making the right decisions about how to reflect the 2011 Police Reform Act in the way South Wales Police operates. It is a single organisation with two “Corporations Sole,” defined in the Act as the Police & Crime Commissioner and the Chief Constable. The Chief Constable is the employer for everyone other than my immediate support team but every employee is required to provide the service and support each of us needs to fulfil our different but complementary roles; guided by the principles which we have agreed and set out in a “Hallmarks Document” which is available to staff. Most of the time our staff will see no difference in what they are required to do, save that it falls under the coherent and cohesive overall leadership partnership of the Chief Constable and the Commissioner

As I said earlier, bad financial news and difficult challenges do not change our aspirations and intentions. We plan to: build on the excellent foundations already in place, continue the development of our

partnership approach to preventing and reducing crime and improve the quality of life within our communities.

I take responsibility for the Police & Crime Plan 2017-2021 as published, but it is above all a partnership document. I am grateful for the efforts of all members of my team through the year and particularly to Sophie Howe and John Rose. The personal engagement of Peter Vaughan and Deputy Chief Constable Matt Jukes has been enormously important to us, and their team and ours have worked together consistently and with a shared passion to “get it right”. This is why I am really pleased that Peter is making a personal contribution to this plan by contributing sections which highlight that we share a commitment to improve the lives of the communities within South Wales through the provision of effective and efficient policing services.

This refreshed plan looks further into the future to anticipate the challenges ahead and it maintains our continuing journey toward turning our commitments and aspirations into the reality for the people of South Wales. It also demonstrates the shared ambition of South Wales Police being a single entity within which the specific roles of the two Corporations Sole – the Police & Crime Commissioner and the Chief Constable – to support and complement each other in making South Wales Police the best at serving the public and driving down crime through co-operation with a whole range of partner organisations. The past three years have been tough for police officers, for police staff and for members of my team. I want to thank them all for their contribution and their commitment.

Annex 2: Early Intervention; Prompt and Positive Action – A South Wales Police Model

As we have worked together to develop the Police & Crime Plan for South Wales over the past three years, two operating principles have come to stand out in everything we do

The first is the principle of co-operation and partnership working.

The police service is superb at coping with everything that is thrown at it, but in a time of severe austerity, it is vital to reduce demand in order to cope with reduced resources. The levers that influence the level of offending in any community lie outside the police service acting alone, so partnership working and collaboration, which has always been the right way to achieve community safety, is now a central strategic necessity. Together we need to develop a pattern of prompt and positive action. It's about prevention and planning for the long term, and it's been enormously encouraging to have had such positive engagement from significant organisations in local government, health, fire and the voluntary & community sector.

The second is the principle of early intervention; prompt and positive action.

Early intervention is a principle which has been recognised for many years, indeed since before many of today's professionals were born, but it's still difficult to embed in day-to-day institutional and professional practice. So is reconciling the need for swift, prompt positive action with the need for proper long-term planning, not least because both professional and institutional cultures are very different in the organisations that need to work together. At one level, "early intervention" is simple:

If we don't tackle problems in the first thousand days of a child's life his or her opportunities will be limited for life and the likelihood of being drawn into life-damaging social problems and crime grows exponentially. That isn't a new insight: In our own area a major exercise "Working Together for Children and their Families" identified precisely this need to tackle problems in the early years of a child's life as long ago as 1975. It's now recognised as vital to giving all our children a good start in life – but It's not how society works.

It's also important to recognise that it isn't the ONLY opportunity for life-changing interventions. Research has also shown that there are other points in a young person's life - and in an adult's life, especially in early adulthood - when intervention can have a big impact. The development of social norms and the influence of the peer group and the development of the adolescent brain have been shown to have significant relevance. It's also about applying the police mantra of "making every contact count" and the prison service concept of the "five-minute intervention".

Interventions in the 18 to 25 age group, which is now the most prolific age of offending, may well be enormously significant for future generations. It may appear to be too late to change the life of an individual who was not helped in his or her first thousand days, but it's not too late for that individual's child. Interventions such as the Women's Pathfinder and actions taken by the Youth Offending Service are already making a significant difference.

There is a policing parable that is worth unpacking here: Peter Vaughan has often commented that the police feel as if they are pulling people out of the river when it

would make sense for society to stop them jumping in upstream.

That is certainly at the heart of our partnership approach to early intervention. However, if the police are pulling people out of the river below the weir, it makes sense to position someone with lifebuoys and a rope just above the weir as well as trying to stop them jumping in the first place. Life is messy, and the police are asked to deal with some of the messiest consequences of that simple fact. And that is why we want to link the concept of early intervention to the practicalities of prompt and positive action.

That's the approach that has helped to reduce violence on our streets. When Professor Jonathan Shepherd came to see me in the mid-1990s, his aspiration was to reduce the number of people who needed his treatment in putting their faces together again after a violent incident. His approach was to analyse the facts about violent incidents, including time and date and location and any instruments or weapons used. That analysis allowed the police and their partners to intervene in the night time economy to prevent and reduce both risk and harm.

Vulnerability training given to door staff and others in Swansea has helped to prevent incidents of rape and assault. Quite apart from the benefit to those in danger of becoming victims, the consequences of such incidents put enormous pressure on the health service and on the investigative capacity of the police - not to mention the time and money involved in pursuing justice through the demanding and bureaucratic court processes.

In terms of domestic abuse we know that victims experience on average 35 incidents

before they report to the police and some never report. Therefore we are investing heavily in training for GPs midwives and medical staff in A&E so that they are better able to identify people who may be victims of domestic abuse and route them into support and safety much earlier. Over the coming months we will be rolling this approach out to social landlords and higher education institutions.

In a pure sense, these are not examples of "early intervention" but they are certainly earlier than the traditional approach of waiting until after the event to pick up the pieces. Prevention is certainly better than cure - even if it doesn't grab the headlines or make good television.

And there are many other aspects of early intervention and prompt, positive action that have been shown to work.

- The "Broken Windows Theory" demonstrated that if you don't tackle minor problems in the neighbourhood - from litter to bad language - things go from bad to worse and misbehaviour escalates to crime and disorder and increasing demand on all services.
- Youth Offending Teams have demonstrated a capacity to dramatically reduce reoffending year on year by the simple expedient of doing something immediately following a first offence rather than delaying the intervention until after a long drawn out court process.

There is plenty of evidence that a problem neglected is a problem that grows and that there is value in "nipping things in the bud". The principle of co-operation and partnership working will continue to be basic to everything we do, but as we lift our eyes to the challenging period ahead from

2016 to 2021, we intend to put at the heart of our programme of change the application of...

...a South Wales Police model of early intervention and prompt, positive action

We have now undertaken considerable work to identify the demands which take up so much of police time. It is estimated that as much as 89% of the calls to the police have nothing to do with crime or disorder. We have made it clear that South Wales Police will not be withdrawing from community policing - indeed we intend to work even more closely with the community than ever before during these difficult times of "austerity".

Since 2010 the cuts to policing resources at the local level have forced a cut in the number of Police Officers from 3,400 to 2,800, and while we are now slowly building up their numbers to meet new challenges, we can't expect our officers and staff to

simply absorb more and more demands - so we have to work with the community to reduce the problems in order to reduce demand and in order for scarce resources to be focused on the things that are most important to the community while protecting the most vulnerable.

And this will be most effective when we identify steps that will reduce demand for other agencies too. For example, the HelpPoint in Swansea looked after over 1,000 vulnerable and intoxicated individuals in its first year. On every one of those occasions, an ambulance journey was avoided - allowing the under pressure ambulance resources to deal with severely sick and injured people. That also significantly reduced the number of people needing to go to A&E. And instead of police officers having to wait with a vulnerable person until the ambulance arrived, they were able to get back on the streets helping to keep the peace and stop bad things happening. That was achieved through the



excellent commitments given by student volunteers and by St John Cymru.

Early intervention or “almost too late” ? Perhaps it’s intervention just above the weir...

So the South Wales Police model of early intervention and prompt, positive action starts with working with our partners and with the community to identify problems early and quickly, together. We will then look to the best way of nipping the problem in the bud together - reducing demand on the police and on other services, and making the community safe.

So instead of leaving the responsibility of preventing adverse childhood experiences with those who work with that age group, we consider it vital to intervene earlier across the lifespan of families and communities across a whole range of issues. Intervening when someone in the 18-25 age group commits a first offence may well be relevant to the childhood experiences of a child or children.

Examples of the South Wales early intervention approach are already being developed:

- The Commissioner has funded the Women’s Pathfinder in Cardiff, which seeks to intervene quickly after a first offence to deal with any personal issues and avoid further offending.
- The Women’s Pathfinder approach has already been extended to Merthyr and Pontypridd and is showing signs of being successful and cost effective.
- Local authorities, health and voluntary organisations have combined at the MASH (Multi-Agency Safeguarding Hub) in Pontypridd serving Rhondda Cynon Taf and Merthyr - intervening early

together and safeguarding vulnerable people. The model has been adapted successfully to create a MASH for the capital city, based at Cardiff Bay Police Station. Progress is also being made in Bridgend, the Vale of Glamorgan, Neath Port Talbot and Swansea.

- We’ve reviewed the role of the PCSO - with plans now to build on their undoubted skills by sharpening the ability to identify problems early, communicate with young people better, and to develop the skills needed to empower the community, rather than only doing things for the community, and working with Citizens Cymru to nurture the effectiveness of Neighbourhood Watch and Residents Groups.
- We are conscious of the need for positive engagement with young people and their peer group outside formal education and for activities, including music, sport and theatre which in the past have been provided by a well-resourced and well-evaluated youth service.
- Steps are being taken to develop and expand the South Wales Police Youth Volunteers, enabling young people in our most deprived communities to be engaged and to provide service to the community – promoting the Duke of Edinburgh’s Award, first aid skills through St John Cymru and other life-enhancing skills and experiences
- The South Wales Police Youth Trust gives small grants where the police have the greatest engagement with young people to help local initiatives that will offer them better options.
- We’re refreshing the work of police officers in schools and linking their work more closely with the local policing team

- making good use of another initiative developed in partnership with Welsh Government to help put our young people on a positive track in life.

And our approach has enormous resonance with the policies developed by Welsh Government.

While policing is not devolved, the well-being of Future Generations Act requires Public Service(s) Boards to invite the Police and Crime Commissioner and the Chief Constable to join - and we have told the Minister that we intend to be early adopters of this farsighted approach. Early intervention and prompt action provide the best way for us to secure the best future for our young people and all the goals set down in the legislation are relevant. This will be the focus our approach to partnership working in the future and the deployment and investment of available resources. Perhaps the best example of our joined up approach is the Memorandum of Understanding between Wales Police and Public Health Wales. It's a recognition by the Commissioner and the Chief Constable and by the Chair and Chief Executive of Public Health Wales that issues we need to tackle have a damaging effect on both community safety and health : violence, excessive alcohol, substance misuse, domestic abuse, mental health issues can lead to escalating

problems in both health and public order - but is treated properly through early intervention both damaging outcomes can be avoided for those directly involved and for potential victims as well as our range of public services.

It's obvious that we can't do this on our own, but in seeking the co-operation of a range of other public bodies - as well as voluntary organisations and our communities - we are not just saying "come and help us" we are also saying "let us help you - and let us help each other".

In 2014 South Wales Police way of doing things gained world-wide praise during the NATO summit. Our ambition for the future is for the South Wales Police approach to Early Intervention and prompt action - set in the context of effective Partnership Working to win similar recognition - simply because it works for our communities.



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



Peter Vaughan QPM
Chief Constable, South Wales Police



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



Annex 3: Well-being of Future Generations (Wales) Act 2015

At the heart of the Police & Crime Reduction Plan is the belief that **“together, we can achieve more”**. This has been a fundamental approach since I was elected as Police and Crime Commissioner and I have sought to build relationships with partners across the South Wales Police area so that we can provide services to our communities on a more effective, integrated and sustainable basis.

The Well-being of Future Generations Act (Wales) provides an opportunity to reinforce this approach. We are facing a period of uncertainty with a number of challenges that will have an impact on all agencies within Wales and we can only succeed if we face these challenges together.

Police & Crime Reduction Plan Priorities	Well-being Goals						
	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
We will reduce and prevent crime and anti-social behaviour to keep people safe in their homes and communities	✓	✓	✓	✓	✓		✓
We will improve the way in which we connect with, involve and inform our communities		✓			✓	✓	
We will work to protect the most vulnerable in our communities	✓	✓	✓	✓	✓		
We will spend your money wisely to protect policing in your community	✓	✓		✓	✓		✓
We will make sure that the local Criminal Justice System works effectively and efficiently, meeting the needs of victims and challenging offenders	✓		✓	✓	✓		✓
We will make our contribution to the Strategic Policing Requirement and successfully police major events					✓	✓	✓

That is why we made a commitment that South Wales Police would be an early adopter of the principles and goals within the Act. Even though outside of the remit of Welsh Government, the police will play a significant role in delivering the shared vision outlined in the legislation, and the Chief Constable and I recognise that we have to play our part in delivering that vision.

We have already made significant progress with our partners to align our priorities with local authorities. We have already made significant progress with our partners to align our priorities with local authorities and we are turning the hope invested in the Memorandum of Understanding with Public Health Wales into reality as we deliver a programme of work based on mutual benefit.

The Act reflects my fundamental principles of early intervention and prevention with an ambition to seek long-term, sustainable reductions in crime and anti-social behaviour, as well as seeking the most effective support for both victims and offenders. We are also accelerating our work in reducing domestic and sexual abuse, and the level of violence crime, especially within the night-time economy, so that we can stop harm now and in the future, or even prevent it occurring in the first place.

The previous table provides an outline of how the priorities within the plan can complement the well-being goals set out in the Well-being of Future Generations Act.

The Act also looks to establish a “sustainable development principle” which places a requirement on public bodies to take account of future impact in their

decision-making processes. This is something that the Chief Constable and I place a real importance on and are determined that our decision-making emphasises the need to provide sustainable solutions to the challenges we face, reflecting the five areas of the sustainable development principle, which are:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

These five areas will not only inform our decision-making, but will also form the basis of how we interact with our partners. An important part of this will be the opportunity to have an early influence on the development of local authority Well-being plans, as well as our involvement in the establishment of Public Service Boards. These will play a key role in developing and delivering sustainable services to improve the social, economic, environmental and cultural well-being of South Wales. I look forward to working with the Future Generations Commissioner for Wales, as well as our partners, as we continue to strengthen our partnership working and identify opportunities to develop our work together.



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



Police & Crime Reduction Plan

2017-2021