

EVERYTHING IS CONNECTED TO EVERYTHING ELSE



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

SOUTH WALES POLICE & CRIME PLAN 2019-23

EXECUTIVE SUMMARY



ACHIEVING MORE TOGETHER TOWARDS A SAFER SOUTH WALES

IN SIX YEARS SINCE THE FIRST POLICE AND CRIME COMMISSIONER ELECTIONS WE HAVE DEVELOPED A POWERFUL ETHOS OF CO-OPERATION TO KEEP OUR COMMUNITIES SAFE. THE COMMISSIONER AND CHIEF CONSTABLE SHARE THE PRINCIPLES AND VALUES UNDERPINNING THIS POLICE & CRIME PLAN

We aim to be the best at understanding and responding to the needs of all our communities and our work with partners is fundamental to people getting the response they need, when they need it.

The financial challenge is significant. Since 2010 the money received from UK Government through the Police Grant has been cut by over 31% in real terms and yet we have delivered almost £0.5 billion of social and economic benefit to South Wales in recent years; this is because we have been so determined to focus on innovation, early intervention and prompt positive action, working with partners to be ever more effective together to address issues like mental health and well-being.

2 We are not prepared to withdraw from local communities or to stop tackling low-level offending, or to miss opportunities for prevention. So Neighbourhood Policing sits at the heart of our strategy. We will strengthen the role of our Community Support Officers to focus on local problem-solving and on listening to, engaging and empowering local communities to be resilient, safe, and confident. It means involving everyone, protecting the vulnerable, maintaining high levels of victim satisfaction and working with partners. That's why our leadership teams play a full part in Public Services Boards working with local government, the NHS and other partners on local delivery and on the refreshed vision of Community Safety in Wales. Our aim is "more partnership through fewer, better-focused meetings".

Our achievements to date have created a strong foundation on which to build, but we must always strive to improve our service and respond effectively to new demands. The South Wales Police & Crime Plan is the basis for our response and will ensure that we continue to deliver excellence to the communities of South Wales.

You can read the full plan at southwalescommissioner.org.uk



Rt Hon Alun Michael
South Wales Police and Crime Commissioner



Matt Jukes QPM
Chief Constable

The South Wales Police & Crime Plan sets the priorities against which I will hold the Chief Constable to account as we continue our shared journey towards a safer South Wales.

NO INVESTIGATION OR RESPONSE WILL EVER BE BETTER THAN PREVENTING A CRIME IN THE FIRST PLACE. THAT MUST REMAIN OUR PRIORITY.

*Matt Jukes QPM
Chief Constable*

CO-OPERATION IS THE OVERARCHING PRINCIPLE THAT INSPIRES US. TOGETHER WE ACHIEVE MORE THAN WE CAN ACHIEVE ALONE.

*Rt Hon Alun Michael
South Wales Police & Crime Commissioner*

WE ARE UNITED IN PURSUING THE FOLLOWING PRINCIPLES AND PRIORITIES:

- Preventing crime, and supporting safe, confident, resilient communities, as the first responsibility of the police
- Helping to connect Public Services and make them innovative, ambitious, and sustainable
- Addressing crime trends and root causes through early intervention and prompt positive action, developed in partnership
- Planning for the long-term well-being of future generations and taking a joined-up approach to preventing problems, involving people and together breaking intergenerational cycles of harm
- Working as members of the Public Services Boards to transform public services in South Wales
- Seeking connections between the different joint boards that operate at the local level to help create a coherent “single public service” across devolved and non-devolved agencies



THE VOICE OF THE PEOPLE

STATUTORY DUTIES

“The spirit of co-operation and partnership working includes both support and challenge to make both South Wales Police and the criminal justice system stronger. This Plan sets out my priorities in cutting crime and supporting our communities as well as holding the Chief Constable and local criminal justice system to account as a “Critical Friend”.

Rt Hon Alun Michael, South Wales Police and Crime Commissioner

The Commissioner and the Chief Constable have distinct roles and responsibilities. The Chief Constable is responsible for the control, direction and delivery of operational policing for the force area. The Police and Crime Commissioner is elected to give a voice to the people and to hold the Chief Constable to account for the delivery of efficient and effective policing.

The co-operative ethos within which we carry out our roles in South Wales means this Plan reflects areas which have been jointly developed to prevent crime, while enabling an effective and efficient police service which meets community needs and builds trust and confidence.

“As Commissioner and team, we work in partnership with a range of agencies at local and national level to create a unified approach to preventing and reducing crime.”

The Police Reform Act 2011, says the Commissioner must:

- Appoint (or dismiss) the Chief Constable and hold him or her to account
- Ensure the local police are efficient and effective
- Set local priorities through the Police & Crime Plan
- Set the force budget and determine the precept (the amount people contribute to policing through their council tax)
- Contribute national and international policing
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up



TRANSFORMING PUBLIC SERVICES

TWO KEY PIECES OF LEGISLATION HELP TO DRIVE THE WAY PARTNERS IN WALES WORK TOGETHER

They are the Social Services and Well-being Act and the Well-being of Future Generations Act. We will continue to be part of the leadership at Public Services Boards and work with Regional Partnership Boards on the development and delivery of sustainable public services that make our communities safer and improve our well-being.

WE SHARE THE AMBITION OF THE SEVEN WELL-BEING GOALS FOR WALES:

1. A prosperous Wales
2. A resilient Wales
3. A healthier Wales
4. A more equal Wales
5. A Wales of cohesive communities
6. A Wales of vibrant culture and thriving Welsh Language
7. A globally responsible Wales

WE HAVE ADOPTED THE FIVE WAYS OF WORKING SET OUT IN THE WELL-BEING OF FUTURE GENERATIONS ACT:



INVOLVEMENT

We seek to engage and empower our communities, working with community groups and partner agencies to deliver the priorities set out in this plan.



PLANNING FOR THE LONG TERM

By tackling underlying causes we are predicting and reducing demand for the police and our partner agencies. Our digital leadership is equipping our workforce to work flexibly and efficiently in our communities.



PREVENTION

Early intervention, and prompt positive action is helping to break intergenerational cycles of harm.



INTEGRATION

Connecting everything to everything else. The Police alone cannot cut crime so we take a joined-up approach to policy, strategy and delivery, from improving mental health and well-being to education and youth services.



COLLABORATION

As “Statutory Invitees” we help local delivery through Public Services Boards and refreshed Community Safety arrangements. We’re tackling Adverse Childhood Experiences with partners through “Early Action Together”, while our Tri-Service Centre shows great partnership with the Fire Services plus expertise from Ambulance and mental health. Our co-operative ethos makes collaboration instinctive.

“EVERYTHING IS CONNECTED TO EVERYTHING ELSE”

RT HON ALUN MICHAEL

POLICING OUR NEIGHBOURHOODS

NEIGHBOURHOOD POLICING IS THE CORNERSTONE OF OUR APPROACH

In times of austerity, it is even more vital and our current joint review aims to make Neighbourhood Policing even more efficient and effective.

Leadership is the responsibility of everyone and we will value and develop the distinctive role of our Community Support Officers as problem solvers who listen to, involve and empower local people. Our local approach to keeping communities safe helps combat extremism, terrorism and serious and organised crime.

DIGITAL LEADERSHIP

TECHNOLOGY BRINGS NEW THREATS BUT CAN IMPROVE THE WAY WE POLICE OUR COMMUNITIES

We are at the cutting edge of digital leadership – working collaboratively with Gwent Police to deliver:

- Agile working to increase the time spent by officers in their communities
- New and improved ways of reporting crime
- More efficient, integrated systems

The Commissioner champions innovation whilst building confidence in how technology is used. For example, South Wales Police has been at the forefront of using facial recognition technology as a preventative measure at major public events and our approach has ensured the integrity and legitimacy of its use.

IMPROVING GOVERNANCE & SCRUTINY

ONE OF THE COMMISSIONER'S KEY RESPONSIBILITIES IS TO PROVIDE ACCOUNTABILITY ON BEHALF OF THE PUBLIC

Our governance arrangements ensure appropriate accountability and assist effective leadership. For example, following a review, the Chief Constable decided to double the number of Taser-trained officers. The Commissioner scrutinised the evidence and showed that the decision was justifiable, proportionate, lawful, and necessary to prevent injury to police officers, the public and those being restrained.

PREVENTING VIOLENCE

REDUCING VIOLENCE HAS BEEN A KEY AIM FOR THE COMMISSIONER SINCE 2012, USING DATA SHARING WITH HEALTH TO PINPOINT WHERE AND HOW VIOLENCE OCCURS

This has exposed violence that had not been reported to the police, leading to local action to prevent future violence.

With partners we have secured £1.2million from the Home Office to deliver an all-Wales approach to tackling the root causes of violence through early intervention and prevention. We work with partners – especially Public Health Wales - to reduce the drivers of violence, drug dealing and knife crime.

TACKLING VIOLENCE AGAINST WOMEN & GIRLS

EARLY IDENTIFICATION OF ALL FORMS OF VIOLENCE AGAINST WOMEN AND GIRLS IS KEY TO KEEPING PEOPLE SAFE

Our successful 2014-17 Violence against Women & Girls Plan took our approach beyond domestic abuse, improving how we use partnership data, made us more joined up in prevention, and involved victims and survivors in developing a long-term approach.

IN 2017 WE WERE AWARDED £1.4M FROM THE VIOLENCE AGAINST WOMEN AND GIRLS SERVICE (VAWG) TRANSFORMATION FUND.

Our work to prevent this complex problem involves collaboration with partners including:

- Welsh Women's Aid Change that Lasts programme, strengthening responses for victims with local disclosure points, Community Ambassadors, Trusted Professionals and additional specialist support
- Expanding the Drive programme to work with 200 priority perpetrators to safeguard victims and children and break the cycle of harm
- Local Boards (Public Health Wales, local authorities and third sector) are delivering an integrated whole system approach

VICTIMS

VICTIMS ARE AT THE HEART OF ALL WE DO. WE HAVE STRENGTHENED VITAL SERVICES TO HELP VICTIMS OF CRIME COPE AND RECOVER

We have listened to people who have experienced crime to significantly improve services. South Wales Victim Focus is providing the help people need, when they need it.

Our South Wales Police & Crime Commissioner's Victims Fund has supported innovation in third sector support services, allocating over £475,000 over the past 3 years to help victims on their recovery journey.

PREVENTING AND REDUCING OFFENDING

OUR COMMITMENT TO PREVENTION AND EARLY INTERVENTION HAS DRIVEN RADICAL CHANGES TO CUT RE-OFFENDING IN THE 18-25 AGE GROUP, BY PROVIDING SUPPORT FOCUSED ON UNDERSTANDING THEIR NEEDS

It provides a golden learning opportunity as they transition to adulthood, influencing relationships and well-being and we have worked with Probation and other partners to drive early intervention with women offenders.

These are aligned with our 'Dyfodol' programme - ambitious work that breaks the cycle of substance misuse and offending by working with people from the point they first enter the criminal justice system, providing rigorous, seamless assessment and support across police custody suites, Courts, Welsh prisons and in the community. Jointly funded with Probation and Prisons, it involves public, voluntary and private sectors, in partnership with NHS and Local Authorities across South Wales to develop complementary services.

VOLUNTEERS

VOLUNTEERING IS “THE ESSENTIAL ACT OF CITIZENSHIP” AND HAS ALWAYS BEEN A PART OF POLICING BY CONSENT

We've built on strong foundations established in recent years by actively encouraging volunteers to play a full part in local policing. Special Constables have grown in numbers and the hours they devote to the community, while our Police Youth Volunteers are helping their community while developing communication skills and working towards a St John's first aid qualification and the Duke of Edinburgh's Award.

Student Volunteers now play a key role on university campuses, towns and city centres, our Independent Custody Visitors provide scrutiny of how people are treated in the cells, with Animal Welfare visitors supporting the work of our police dogs and horses.

406
PCSOS, SERVING
232
ELECTORAL WARDS

LONG TERM

INVOLVEMENT

INTEGRATION

6500
VICTIMS SUPPORTED
in the first 6 months of 2018

COLLABORATION

Over
56,000
HOURS
volunteered
in 2018

PREVENTION

ACEs

The Commissioner and Chief Constable have worked with Public Health Wales to design a response to their ground-breaking research on adverse childhood experiences (ACEs). This has led to Wales being recognised as a world leader in tackling the consequences of ACEs.

Because the police are often the first agency to be in contact with children or families in need of help, our £6.8m programme of work with Public Health Wales, the other three Welsh forces and wider partners (Early Action Together) is developing initiatives to tackle root causes, break the cycle of harm and prevent problems from escalating. Ultimately this will stop people from becoming victims, divert people away from crime and reduce demand on the police and our partners.

We are confident that this work will prove beyond doubt that preventing and responding to ACEs will protect the most vulnerable and will reduce crime and harm to health and society over the longer term protecting the well-being of future generations. Working in the devolved environment, we will continue to drive this work and critically examine the outcomes and future opportunities for reducing harm and demand.

PREVENTING ACEs IN FUTURE GENERATIONS COULD REDUCE LEVELS OF:



**HEROIN/
COCAINE USE BY
66%**
(Lifetime)



**INCARCERATION
BY 65%**
(Lifetime)



**VIOLENCE
PERPETRATION
BY 60%**
(Past year)



**VIOLENCE
VICTIMISATION
BY 57%**
(Past year)



**CANNABIS USE
BY 42%**



**UNINTENDED
TEEN PREGNANCY
BY 41%**



**HIGH-RISK
DRINKING
BY 35%**



**EARLY SEX
BY 31%**
(Before age 16)



**SMOKING
TOBACCO OR
E-CIGARETTES
BY 24%** (current)



**POOR DIET
BY 16%**
(Current <2 fruit &
veg portions daily)

We support initiatives where ACEs are already present. If its too late for prevention its not too late for prompt positive action.

PRIORITY 1

WE WILL REDUCE AND PREVENT CRIME AND ANTI-SOCIAL BEHAVIOUR TO KEEP PEOPLE SAFE AND CONFIDENT IN THEIR HOMES AND COMMUNITIES

We will be tough on crime and the causes of crime, tackling root causes through early intervention and prompt, positive action, partnership and evaluation of “what works”.

How we are doing it:

NEIGHBOURHOOD POLICING

- Implementing the findings from our joint review of Neighbourhood Policing and advancing integrated partnership working
- Recognising the distinctive role of Community Support Officers and further developing their skills to solve problems, listen to, engage with and empower local communities
- Linking Police Officers working in schools, youth offending teams and local police teams
- Leading action on anti-social behaviour with partners in local government and social housing providers
- Working with young people to expand our South Wales Police Youth Volunteers scheme, providing positive experiences, offering skills in engagement, St John's first aid qualifications and the chance to progress through the Duke of Edinburgh's Award
- Recruiting more Special Constables from within all our communities

WORKING WITHIN COMMUNITIES

- Helping local communities to become resilient by taking an active role to solve local problems working with partners, the voluntary sector and Neighbourhood Watch
- Championing the Well-being of Future Generations Act (Wales) 2015 with full active membership of Public Service Boards and linking the layers of joint boards in each of our areas

- Promoting the effectiveness of local Community Safety Partnerships
- Developing the Police Schools Programme to be adaptable in support of local needs and prevention
- Supporting Youth Offending Teams to prevent and reduce offending, re-offending and anti-social behaviour amongst children and young people
- Working through the South Wales Police Youth Trust to support young people to lead safe, healthy, fulfilling lives

TACKLING SERIOUS VIOLENCE

- Further improving our innovative approaches to licensing and the night-time economy – for example our Swansea Help Point and Drinkaware campaigns – to protect the public and reduce pressure on public services
- Promoting innovation to reduce violent crime through multi-agency data sharing and analysis and work with partners, such as Public Health Wales, to promote early intervention and prevention initiatives
- Intervening early in areas where young, vulnerable people are more likely to be exploited by organised crime groups to ensure they have the resilience and the opportunities to divert them away from serious violence



PRIORITY 2

WE WILL INVOLVE AND EMPOWER OUR COMMUNITIES, WORKING WITH PARTNERS IN LOCAL GOVERNMENT, HEALTH, FIRE AND WELSH GOVERNMENT TO DELIVER SERVICES THAT PEOPLE NEED

We are proud of living in a diverse community, it makes us what we are; we will continue to improve access to South Wales Police, so people get the services they need, when they need them. This includes continuous improvement in the performance of the Public Service Centre and understanding the demands on our 101 non-emergency number to ensure the public receive a prompt, positive response and are confident to report.

How we are doing it:

INVOLVING

- Developing South Wales Police to reflect the communities we serve, with a focus on BAME communities who are currently still seriously under-represented despite positive progress
- Improving recruitment, retention and progression of women in South Wales Police
- Applying the United Nations Convention on the Rights of the Child
- Encouraging and enabling our communities and partners to influence policy, service design and delivery
- Highlighting the importance of volunteer roles within policing and increasing opportunities for people to directly contribute towards safe and confident communities

EMPOWERING

- Pursuing a strategy that demonstrates our commitment to involvement and good communication, internally and externally
- Helping members of the public to make contact with the appropriate service on issues other than policing
- Providing a Welsh language response and promoting the use of the language
- Continuing to help fund Community Safety Partnerships to ensure they have the resources they require to meet local needs

ENABLING

- Continuing to develop digital engagement to make the police more accessible, including the introduction of online crime reporting
- Making 101 and other police non-emergency contact options more accessible, ensuring that diverse needs are considered
- Seeking out innovative ways for involving our communities and victims in developing the services of South Wales Police and issues that affect them



PRIORITY 3

WE WILL WORK TO PROTECT THE MOST VULNERABLE IN OUR COMMUNITIES, UNDERSTANDING CAUSES AND TAKING PROMPT POSITIVE ACTION AS ISSUES ARISE

We will develop our understanding of the issues faced by our communities to provide the support they need, using the principles of early intervention and co-operation with partners to identify and help those who need it most.

How we are doing it:

TACKLING VIOLENCE AGAINST WOMEN AND GIRLS

- Moving to a more sustainable funding model for violence against women, domestic abuse and sexual violence services based on evidence and needs
- Improving our awareness and response to victims of stalking and harassment
- Learning from the MASH (Multi-Agency Safeguarding Hubs) in Pontypridd, Cardiff & Bridgend and apply them elsewhere
- Launching IRIS (Identification and Referral to Improve Safety) in Swansea and Neath Port Talbot with the Health Board – completing roll-out to every part of South Wales. Developing and testing interventions that seek to focus on perpetrators through the provision of “support or disrupt” interventions
- Establishing a regional multi-agency learning network

MENTAL HEALTH & DISABILITY

- Working with partners to improve communication between the police and those with mental health needs or learning difficulties and promoting the Keep Safe Cymru card
- Working to support safe, friendly non-custodial places of safety for those experiencing crisis or at risk of being detained under Section 136 or 135 of the Mental Health Act
- Employing mental health professionals in the Public Service Centre

CHILD SEXUAL EXPLOITATION & ABUSE

- Implementing the recommendations of the Child Sexual Exploitation Review
- Continuing to develop the work of the Children’s Advocates with victims and improve identification of children at risk, working with partner agencies to deliver effective support

VULNERABLE PEOPLE

- Reviewing hate crime data and victim experiences to ensure hate crime victims get the most appropriate service and are satisfied with the response they receive
- Encouraging victims of hate crime to report incidents so that they can receive appropriate support
- Working with partners including Get Safe Online to protect people from the growing issue of scams and fraudulent behaviour



PRIORITY 4

WE WILL WORK TO MAKE THE LOCAL CRIMINAL JUSTICE SYSTEM EFFICIENT AND EFFECTIVE TO MEET THE NEEDS OF VICTIMS AND REDUCE RE-OFFENDING

The Criminal Justice System needs to have a clear emphasis on reducing crime with a focus on preventing offending and re-offending while reducing harm and risk to the public.

How we are doing it:

VICTIMS

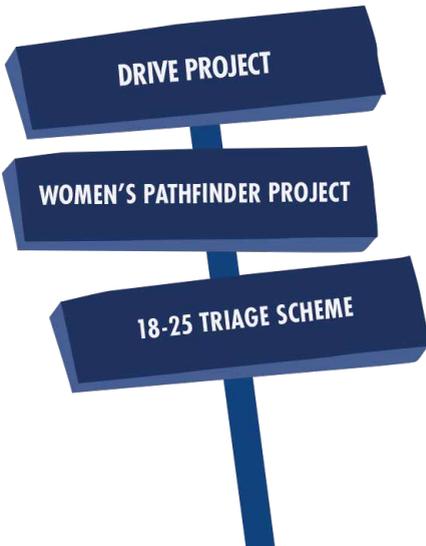
- Funding and developing victim services that work for those most in need
- Improving outcomes for victims and ensuring their voice is heard through increased use of restorative approaches
- Supporting the development of a new insight framework for victims and service users linked to police involvement built on understanding their experience

OFFENDERS

- Working with the Crown Prosecution Service to maximise our joint effectiveness
- Working with Welsh Government and the Ministry of Justice on the transformation of the justice system in Wales for women and young people, implementing the Blueprints that set out the changes needed
- Expanding the opportunities to intervene early, diverting people from crime, building on the Women's Pathfinder and 18-25 programmes to improve life opportunities
- Developing pathways for people with Mental Health issues so they get the support they need, when they need it
- Improve our response to the needs and management of our most dangerous offenders, ensuring victim safety is at the heart of our response, using the WISDOM model
- Investing in collaborations with local partners to develop a range of evidence based initiatives aimed at early intervention and at domestic violence perpetrators, including the Safe Lives "DRIVE" project

PARTNERS

- Working with the Prison and Probation Services to develop a coherent and integrated 'end to end' offender management approach across South Wales
- Working with partners to support the roll out of trauma-informed practice, such as trialling a youth justice response to ACEs, to improve our response to the needs of vulnerable young people who repeatedly offend
- Refreshing and delivering the jointly-commissioned Dyfodol substance misuse service focused on preventing re-offending, aligning delivery with our local health partners
- Developing a better understanding of the impacts of the changing diversity within our local population to support cohesive, safe and confident communities



DRIVE PROJECT

WOMEN'S PATHFINDER PROJECT

18-25 TRIAGE SCHEME

PRIORITY 5

WE WILL MAKE OUR WIDER CONTRIBUTION TO POLICING THROUGH THE STRATEGIC POLICING REQUIREMENT, INCLUDING SUCCESSFULLY POLICING MAJOR EVENTS

The Strategic Policing Requirement identifies key national threats and the resources required to address them. South Wales Police is a key strategic force and will continue to make a significant contribution to national incidents (for example the 2011 London riots) and key international events.

How we are doing it:

WITH OTHERS, WE MAINTAIN A CONSTANT FOCUS ON:

- Terrorism
 - Serious and organised crime
 - Cyber security incidents
 - Civil Emergencies
 - Public Order and Public Safety
 - Child Sexual Exploitation & Abuse
- Tackling radicalisation in our communities by building trust to promote an environment where people have the confidence to report extremist behaviour
 - Collaborative working to respond efficiently to major incidents or events, keeping people safe
 - Identifying, understanding and working with partners to tackle emerging threats such as online crime
 - Working with partners to identify and disrupt modern slavery, Child Sexual Exploitation and abuse
 - Ensuring that Serious and Organised Crime Boards respond to local issues
 - Working with partners, such as the Prison & Probation Service in Wales to develop more effective offender management approaches to organised crime

Contributing to these challenges is a priority and we know the importance of ensuring that Wales is well-served through collaborative arrangements.



PRIORITY 6

WE WILL SPEND YOUR MONEY WISELY AND SUPPORT OUR PEOPLE TO PROVIDE THE BEST POSSIBLE POLICING IN YOUR COMMUNITY

We have experienced severe cuts in the Police Grant from Central Government. That makes difficult decisions inevitable, but even in these tough times we are keeping our commitment to protect Neighbourhood Policing in South Wales and work effectively with partners to make our communities safe. This is evidenced by analysis highlighting that we have delivered almost £0.5 billion of social and economic benefit across our communities since 2011.

Resources will be locally based and strategically placed with effective and efficient services that are focused on need.

How we are doing it:

PEOPLE

- Developing a people strategy that is focused on well-being and puts the right people in the right place, developing the skills to deliver the ambitions of the Police & Crime Plan, recognising that they are our greatest asset
- Maintaining police numbers as far as we can whilst forced to make further cuts in spending
- Seeking a sustainable model for policing in South Wales taking account of pressures
- Promoting the recruitment, retention and progression of women and BAME people within our force
- Recruiting, training, developing and retaining more Special Constables and Police Volunteers
- Giving our communities a voice when setting the level of the police precept

ESTATES

- Reducing costs and improving efficiency through an agile approach
- Making our estate fit for purpose while sharing procurement and back office costs with other forces and public sector partners
- Collaborating with local partners and other forces on sustainable procurement to maximise the impact of our budget

EQUIPMENT

- Making more effective use of technology via the collaborative Digital Services Division, particularly through mobile data, iR3 and body worn cameras



ENABLING DELIVERY

THE PLAN SETS OUT NOT ONLY THE PRIORITIES TO BE TAKEN FORWARD BY THE POLICE AND CRIME COMMISSIONER BUT ALSO OPERATIONAL ACTIVITY TO BE TAKEN IN RESPONSE TO SUCH PRIORITIES THAT FALL UNDER THE DIRECTION AND CONTROL OF THE CHIEF CONSTABLE

In many cases, the Plan also reflects areas which have been jointly developed and the references to what 'we' will do is a reflection of this joint work, with the Police and Crime Commissioner and Chief Constable each performing their roles on the basis of trust, respect, confidence and transparency.



PREVENTION

Prevention is at the heart of keeping our communities safe, helping us to tackle vulnerability, harm and demand.



DEVELOP OUR ORGANISATION

Over the next 3 years, we will further develop South Wales Police as one of the most modern & progressive police services in the United Kingdom.



PARTNERSHIP

The Chief Constable's Delivery Plan will redefine our approach to partnership working and reflect the changing public sector landscape brought about by the Well-being of Future Generations (Wales) Act 2015 and the joint NPCC & APCC Policing Vision 2025.



DEVELOP OUR PEOPLE

The Chief Constable's Delivery Plan will positively develop our people, helping them to better serve the communities of South Wales.



PEACEKEEPING

By 2021 our commitment to fighting crime and bringing offenders to justice will be more visible to the public and our partners.



24 HOURS IN SOUTH WALES POLICE

EACH DAY SOUTH WALES POLICE DEALS WITH AROUND...



PUBLIC SERVICE CENTRE CALLS



PUBLIC SAFETY WELFARE CALLS



MISSING PERSONS



ASSAULTS



SEXUAL OFFENCES



REPORTS OF ANTI-SOCIAL BEHAVIOUR



PEOPLE THROUGH CUSTODY



DOMESTIC RELATED INCIDENTS

AND THE ON-GOING MANAGEMENT OF AROUND...

2,133

OFFENDERS MANAGED UNDER MAPPA
(MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENTS)

1,481

CHILDREN SUPPORTED ON THE CHILD PROTECTION REGISTER

6,354

REPEAT VICTIMS OF DOMESTIC ABUSE ENGAGED WITH

FINANCIAL CHALLENGE

THE COMBINED IMPACTS OF GRANT CUTS AND INFLATION MADE IT NECESSARY TO FIND REDUCED SPENDING OF £58M BETWEEN 2010/11 AND 2019/20

SOUTH WALES POLICE HAS FACED MASSIVE CHALLENGES OVER RECENT YEARS:

- Roughly a third has been cut from the money that used to come in the Police Grant from the Home Office
- Demand on police services continues to increase although nearly 90% of that demand has little to do with crime
- No recognition of the added demand for policing a Capital City as received for London and Edinburgh

DESPITE THESE CHALLENGES:

WE ARE EFFECTIVE –

delivering almost £0.5 billion of social and economic benefit across our communities since 2011

WE ARE INNOVATIVE –

leading nationally on the use of technology to tackle crime

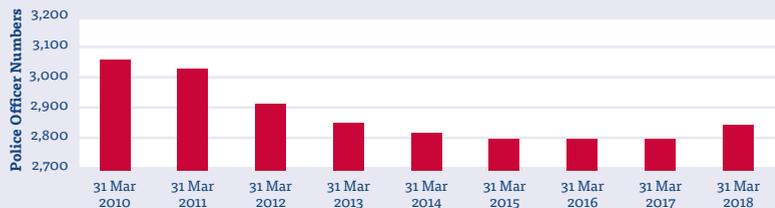
WE ARE EFFICIENT –

delivering £51m of transformative savings

Reduction in Central Government Funding for South Wales in Millions (2010 to 2018)



Police Officer Numbers in South Wales (2010-2018)



POLICE FORCE	2018/19 BAND D COUNCIL TAX
North Wales	£258.12
Gwent	£238.34
South Wales	£233.52
Dyfed Powys	£224.56

In 2018-19 South Wales had the second lowest precept charge for policing in Wales. Increases on the precept have been vital to protecting police officer numbers and serving our communities.

POLICING SOUTH WALES

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.

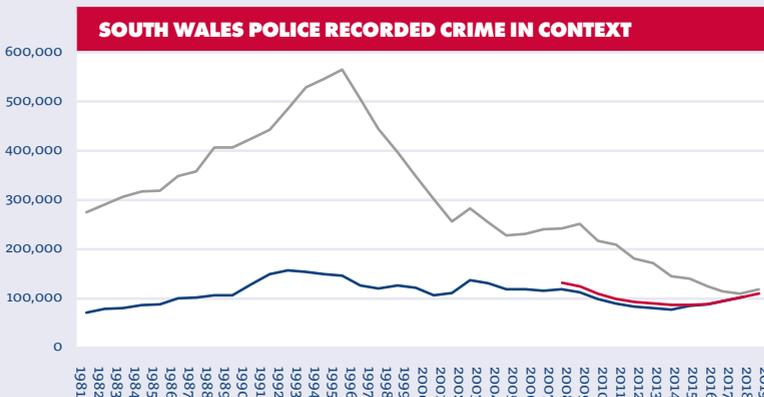
Her Majesty's Inspectorate of Constabulary regularly undertake inspections to ensure the police deliver the service expected of them. This process has evaluated South Wales Police as follows:

	EFFECTIVENESS - GOOD	EFFICIENCY - GOOD	LEGITIMACY - GOOD
STRENGTHS	Partnership working	Understanding demand and capability	Strong ethical culture
	Understanding of vulnerability and approach to safeguarding	Systems and collaborative arrangements with other forces and agencies	Transparent complaints process
			Focus on staff well-being
FURTHER DEVELOP	Support for those in Mental Health crisis	101 call handling	BAME representation
	Investigation of stalking and harassment	Demonstrable benefits of collaborative working	Staff appraisal process

THE HOME SECRETARY ALSO SPECIFIES THREATS THAT FORCES MUST BE EQUIPPED TO DEAL WITH:



This information quickly illustrates the demands placed on us as a service but this must be viewed in the context of our own performance and journey as seen in the graph below which shows that there is now a very high degree of convergence between what the public experience and what is reported to the police:



SOUTH WALES REMAINS ONE OF THE SAFEST PLACES TO LIVE, WORK AND VISIT WITH THE SERVICE PROVIDED TO VICTIMS AMONGST THE BEST IN ENGLAND & WALES.

- Estimate of crime experienced in South Wales Police area
- Estimate of crime reported to South Wales Police
- South Wales Police recorded crime

ENGAGEMENT & INVOLVEMENT

PUBLIC ENGAGEMENT, INVOLVEMENT AND EMPOWERMENT ARE FUNDAMENTAL COMPONENTS OF CUTTING CRIME, DELIVERING A POLICE SERVICE WHICH MEETS COMMUNITY NEEDS AND DEVELOPING A RELATIONSHIP OF TRUST AND CONFIDENCE

As the voice of the people in policing, the Commissioner is committed to bringing our people, public and partners together, enabling and empowering them to play a full part in the planning, development and delivery of services. Work delivered in partnership, such as the Welsh Women's Aid Survivor Participation Project (SEED's) is demonstrating the benefits of this approach – with support services being shaped through the involvement of victims and South Wales Police learning from experiences to adapt its own response to better meet need.



Whilst we widen our digital reach across social media and increase its use to engage and involve our communities, we also acknowledge the rich diversity of South Wales and the need to ensure that all of our communities are heard.

Our approach to engagement and involvement is built upon understanding issues, identifying the communities and partners involved and offering opportunities to influence services that are both inclusive and accessible.

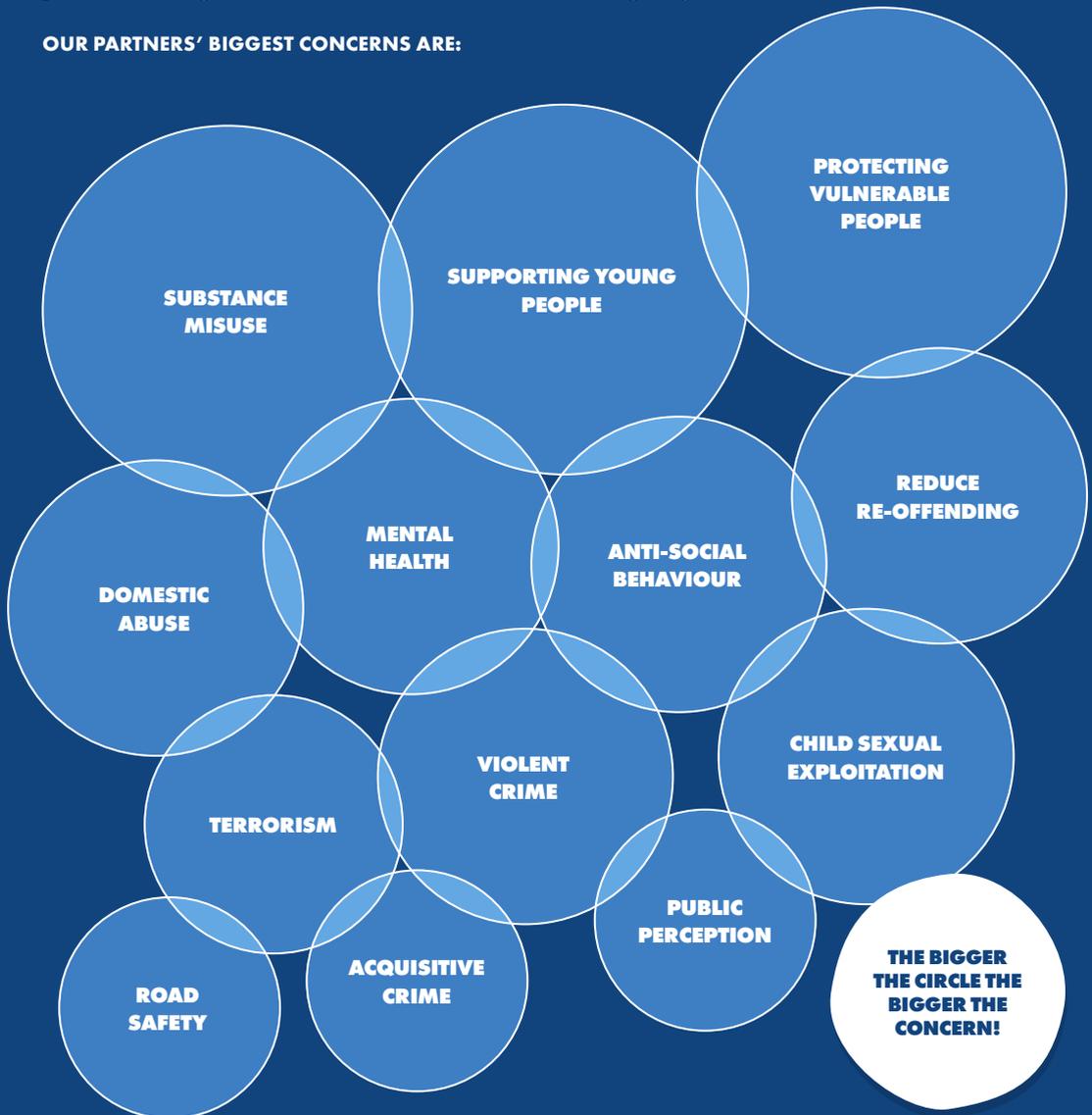


WHAT OUR PARTNERS ARE TELLING US

CO-OPERATION IS CORE TO OUR APPROACH AND A CRITICAL COMPONENT IN MAKING SURE THE CRIMINAL JUSTICE SYSTEM IS A PLACE WHERE PARTNERS CAN BE MORE CONFIDENT AND EFFECTIVE

Early intervention and prompt, positive action can only be achieved through strong partnerships and shared outcomes. Understanding the focus of our partners ensures that these are reflected through our own priorities, making us all more effective and efficient in achieving our goals.

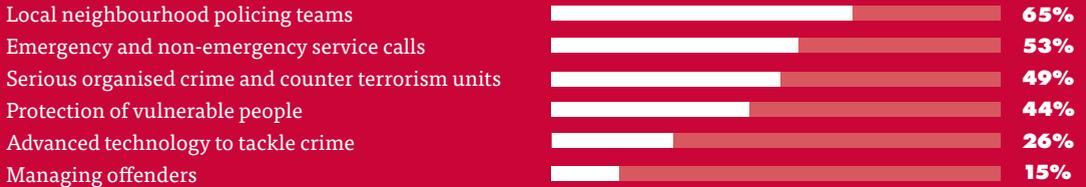
OUR PARTNERS' BIGGEST CONCERNS ARE:



WHAT THE PUBLIC ARE TELLING US

UNDERSTANDING AND RESPONDING TO THE NEEDS OF OUR COMMUNITIES IS A KEY FOCUS FOR SOUTH WALES POLICE. WE ENGAGE AND INVOLVE COMMUNITIES IN A NUMBER OF WAYS AND HERE ARE JUST A FEW OF THE THINGS THEY ARE TELLING US*:

WHAT THEY WANT US TO PROTECT FROM FURTHER CUTS:



70% OF PEOPLE WOULD BE WILLING TO CONTRIBUTE MORE TOWARDS POLICE FUNDING THROUGH THEIR COUNCIL TAX

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WHERE THEY WANT US TO INVEST IF WE CAN FIND THE RESOURCES TO DO MORE:



Protect neighbourhood policing teams in your area



Protect victims and vulnerable people while maintaining the capacity to investigate and respond



Continuously improve our Public Service Centre to effectively respond to 999 emergency and 101 non-emergency reports

*Survey of 1,619 members of the community, December 2018

OUR PRIORITIES

SOUTH WALES POLICE, LED BY THE COMMISSIONER AND THE CHIEF CONSTABLE, WILL...



REDUCE AND PREVENT CRIME AND ANTI-SOCIAL BEHAVIOUR TO KEEP PEOPLE SAFE AND CONFIDENT IN THEIR HOMES AND COMMUNITIES



INVOLVE AND EMPOWER OUR COMMUNITIES, WORKING WITH PARTNERS IN LOCAL GOVERNMENT, HEALTH, FIRE AND WELSH GOVERNMENT TO DELIVER SERVICES THAT PEOPLE NEED



WORK TO PROTECT THE MOST VULNERABLE IN OUR COMMUNITIES, UNDERSTANDING CAUSES AND TAKING PROMPT POSITIVE ACTION AS ISSUES ARISE



WORK TO MAKE THE LOCAL CRIMINAL JUSTICE SYSTEM EFFICIENT AND EFFECTIVE TO MEET THE NEEDS OF VICTIMS AND REDUCE RE-OFFENDING



MAKE OUR WIDER CONTRIBUTION TO POLICING THROUGH THE STRATEGIC POLICING REQUIREMENT, INCLUDING SUCCESSFULLY POLICING MAJOR EVENTS



SPEND YOUR MONEY WISELY AND SUPPORT OUR PEOPLE TO PROVIDE THE BEST POSSIBLE POLICING IN YOUR COMMUNITY

Rt Hon Alun Michael

South Wales Police and
Crime Commissioner

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Welsh and English*

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This document is also available in Welsh