

EVERYTHING IS CONNECTED TO EVERYTHING ELSE



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

SOUTH WALES POLICE & CRIME PLAN **2021-25**

EXECUTIVE SUMMARY



ACHIEVING MORE TOGETHER FOR A SAFER SOUTH WALES

IN EIGHT YEARS SINCE THE FIRST COMMISSIONER ELECTIONS WE HAVE DEVELOPED A POWERFUL ETHOS OF CO-OPERATION WHICH KEEPS 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. Work with partners is fundamental to giving people the response they need, when they need it. Tackling offenders – especially organised criminals and those who prey on vulnerable people – is balanced with early intervention and prevention and a full understanding of equalities and diversity.

The financial challenge is enormous. Since 2010 money from UK Government through Police Grant has been cut by well over 32% (real terms) yet we've delivered almost £0.6 billion of social and economic benefit to South Wales in recent years. We focus on innovation, early intervention and prompt positive action, working with partners for action on mental health demand and substance misuse.

We will not withdraw from local communities, stop tackling low-level offending or miss opportunities for prevention. Neighbourhood Policing is crucial and we will strengthen the PCSO role to focus on communication (speaking to and listening to communities), local problem-solving and empowering communities to be resilient, safe, and confident. We are dealing with the impact of Adverse Childhood Experiences (ACEs). As well as supporting victims we are tackling perpetrators of Domestic Violence and Abuse. Working with Probation we are improving offender management. We aim to involve everyone and maintain high levels of victim satisfaction. We will work to strengthen Community Safety Partnerships and Youth Offending Teams. We play a full part in Public Services Boards and work with Local Government, the NHS and others on local delivery. Our aim is "more partnership through fewer, better-focused meetings" to get things done.

We have created strong foundations but we will strive to improve and to respond effectively to new demands. The South Wales Police & Crime Plan is the basis for the way we will deliver excellence in policing to the communities of South Wales.



Rt Hon Alun Michael
South Wales Police and Crime Commissioner



Jeremy Vaughan
Chief Constable

This Plan sets the priorities against which I will hold the Chief Constable to account as we continue our shared journey towards a safe, confident communities across South Wales and to which I and my team will contribute.

NOT EVERYTHING CAN BE TACKLED AND ADDRESSED BY THE POLICE ALONE. WE WILL CONTINUE TO WORK IN PARTNERSHIP, TO GET PEOPLE THE SUPPORT AND HELP THEY NEED.

*Jeremy Vaughan
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:

- Prevent crime - the first responsibility of the police - and support safe, confident, resilient and diverse communities.
- Understand crime trends and root causes, targeting early intervention and prompt positive action through partnership.
- Plan for the well-being of future generations through a joined-up approach to preventing harm, intervening early with young people and women offenders, involving people and together breaking intergenerational cycles.
- Help to join up Public Services, making them innovative, ambitious, and sustainable and work through Public Services Boards in the public interest.
- Seek connections between the plethora of different joint boards to create a coherent “single public service” approach by devolved and non-devolved agencies together.



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 and reduce harm, 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 to 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”. We work with NHS partners on responding well to demand from mental health and other crises as well as being joined up with Fire and Ambulance Services in our joined-up Public Response Centre. Our co-operative ethos makes collaboration instinctive.

POLICING OUR NEIGHBOURHOODS

EVERYONE IS A LEADER AND WE WILL DEVELOP THE PROFESSIONAL ROLE OF OUR PCSOs TO REFLECT THAT

We are enhancing the Police Community Support Officer role as communicator (to the local community and listening to the local community), problem solver (with the local community) and enabler to empower local communities.

Leadership is the responsibility of everyone and we will value and develop the distinctive role of our Police Community Support Officers (PCSOs) 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 balancing protecting the safety of the public with protecting civil liberties.



“EVERYTHING IS CONNECTED”

RT HON ALUN

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, we operate a Scrutiny & Accountability Board where operational policing is held to account for the delivery of its services on behalf of the public and runs a board containing community members and partner agencies that are able to feed in their views on policing issues. Areas that are regularly scrutinised include use of force, stop search and use of facial recognition technology.

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.



TED TO EVERYTHING ELSE"

N MICHAEL

TACKLING VIOLENCE AGAINST WOMEN & GIRLS

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

Our Tackling Violence Against Women and Girls Joint Strategy 2019-24 builds on our partnership approach to tackle all forms of violence and abuse; we have improved how we use partnership data to inform a more joined up approach. As such we have taken forward actions to better protect victims and increase perpetrator accountability. Voices of victims and survivors remain critical in informing the development of a long-term whole systems response.

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 across the whole South Wales Police area to work with 390 high harm perpetrators, safeguarding victims and children
- Welsh Government, Public Health Wales, local authorities, specialist agencies and the Violence Prevention Unit working in partnership towards eradication of all forms of violence against women, domestic abuse and sexual violence

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.

The South Wales Police & Crime Commissioner, through Ministry of Justice Funding, has allocated over £4.5 million over the past 3 years to help victims on their recovery journey.

Owing to the unprecedented nature of 2020, we secured an additional £635,000 extraordinary COVID-19 funding from the Ministry of Justice, which was allocated to specialist services to help support victims during the pandemic.

A Victims and Witness Strategy 2020-2025 has been developed jointly between the Commissioner and Chief Constable in consultation with stakeholders.



12,730
VICTIMS SUPPORTED
in 2019/20

EGRATION

COLLABORATION

PREVENTING AND REDUCING OFFENDING

OUR COMMITMENT TO PREVENTION AND EARLY INTERVENTION HAS DRIVEN RADICAL CHANGES TO CUT RE-OFFENDING, BY PROVIDING SUPPORT FOCUSED ON UNDERSTANDING THEIR NEED

It provides a golden opportunity as, particularly as people transition to adulthood, influencing relationships and well-being. We also work collaboratively with Probation and Prison services to drive early interventions with young people, women and those with substance use issues.

Substance misuse is a key driver for offending behaviour, and as such the Dyfodol service has been developed to address the key health and social harms associated with substance use and misuse. The Dyfodol service attempts to break 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, 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.

Our Independent Custody Visitors and animal welfare visitors provide a vital scrutiny role, ensuring that the rights and entitlements of people in custody are upheld, and that police dogs and horses are well treated.

During COVID-19 our South Wales Police Volunteers have played a significant role in reopening courts and enabling victims to give evidence remotely.

ATION



PREVENTION

Over
82,781
HOURS

volunteered
in 2019/20

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 and understanding why people, including young people, behave in difficult and challenging ways.

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) has developed initiatives that will 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. Home Office funding has now ended but 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
- Enhancing the distinctive role of the PCSO, which is to be a communicator (listening to and talking to local people, solving problems with the community and empowering 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
- Supporting Youth Offending Teams to prevent and reduce offending, re-offending and anti-social behaviour amongst children and young people
- Following the launch of our Children's Rights Charter, increasing opportunities for children and young people to have voice in policing through the National Participation Standards (Wales)
- Working through the South Wales Police Youth Trust to support young people to lead safe, healthy, fulfilling lives
- Reinvigorating the Anti-Social Behaviour Case Review, creating an important safety net for victims and those who may be most vulnerable

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
- 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
- Ensuring, through the Dyfodol Service and partnership work, availability and access to effective treatment and support services for those with substance use issues
- Reducing opportunities for exploitation by organised crime groups, including the risk of re-offending and harm, faced by those with substance dependency

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

- Promoting the development of a representative workforce – reflecting the communities we serve and addressing under-representation of specific communities
- In the light of our response to Black Lives Matter, we will work to enable all employees to understand the importance of racial equality and inclusion
- 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, to ensure that they are focused upon the 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
- Launching IRIS (Identification and Referral to Improve Safety) in Swansea and Neath Port Talbot with the Health Board – and the subsequent 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
- Developing with partners, effective multi agency forums to consider the challenges and opportunities to address the existing demand for services for those in crisis and the quality of provision, ensuring positive outcomes for citizens and their families

- Ensuring early intervention is universally recognised as the best form of prevention, continuing work with partners to create safe, confident, resilient communities

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
- Working with partners to support those who are most at risk of involvement in the Criminal Justice System, considering opportunities to intervene and prevent future involvement



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

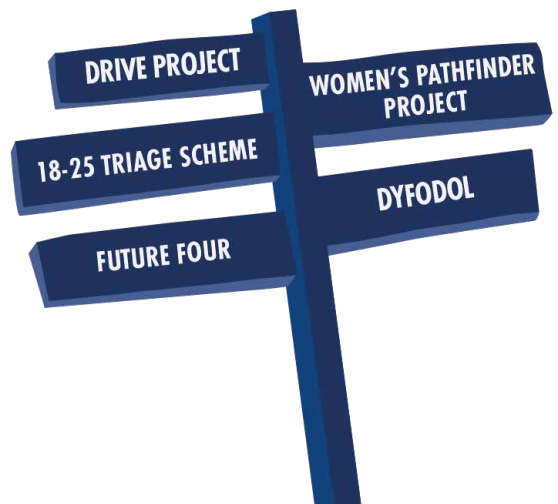
- Funding and developing victim services that work for those most in need
- Improving outcomes for victims and ensuring their voice is heard through increased use of restorative approaches
- Ensuring compliance with the Victims Code of Practice and monitoring quarterly data on delivery from linked organisations

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
- Working with our criminal justice partners to address racial inequalities



PRIORITY 5

WE WILL ENSURE THAT SOUTH WALES POLICE CONTINUES TO BE A HIGH PERFORMING FORCE IN TERMS OF THE OPERATIONAL RESPONSE TO CRIME, THREATS, HARM AND THE DETECTION OF OFFENDERS

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 £0.6 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
- Exploring collaborative and innovate commissioning opportunities with our partners to provide more cohesive, cost efficient and effective services to communities



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 THOSE 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 the operational 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

18

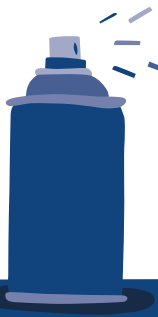
MISSING PERSONS



ASSAULTS

8

SEXUAL OFFENCES



216

REPORTS OF ANTI-SOCIAL BEHAVIOUR



77

PEOPLE THROUGH CUSTODY

98

DOMESTIC RELATED INCIDENTS

AND THE ON-GOING MANAGEMENT OF AROUND...

1,931

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

1,671

CHILDREN SUPPORTED ON THE CHILD PROTECTION REGISTER

6,460

REPEAT VICTIMS OF DOMESTIC ABUSE ENGAGED WITH

*For the period April to September 2020

FINANCIAL CHALLENGE

THE COMBINED IMPACTS OF GRANT CUTS AND INFLATION MADE IT NECESSARY TO FIND REDUCED SPENDING OF £59M BETWEEN 2010/11 AND 2020/21

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

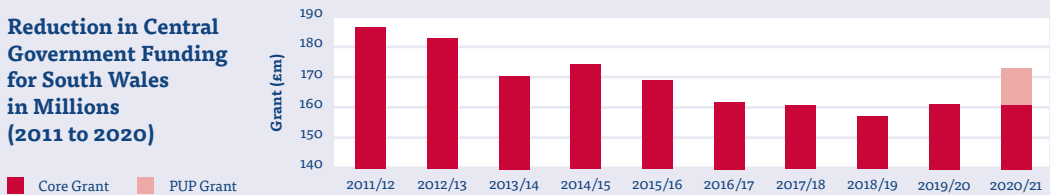
WE ARE INNOVATIVE –

leading nationally on the use of technology to tackle crime

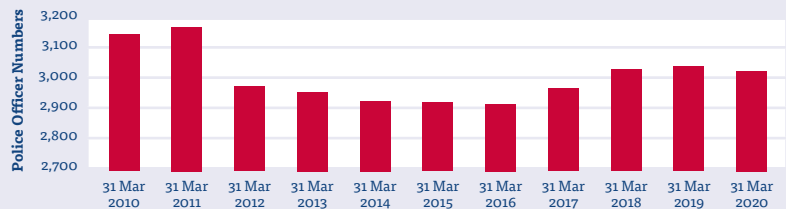
WE ARE EFFICIENT –

delivering £51m of transformative savings

Reduction in Central Government Funding for South Wales in Millions (2011 to 2020)



Police Officer Numbers in South Wales (2010-2020)



POLICE FORCE	2020/21 BAND D COUNCIL TAX
North Wales	£290.61
Gwent	£273.39
South Wales	£272.72
Dyfed Powys	£260.56

In 2019-20 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.

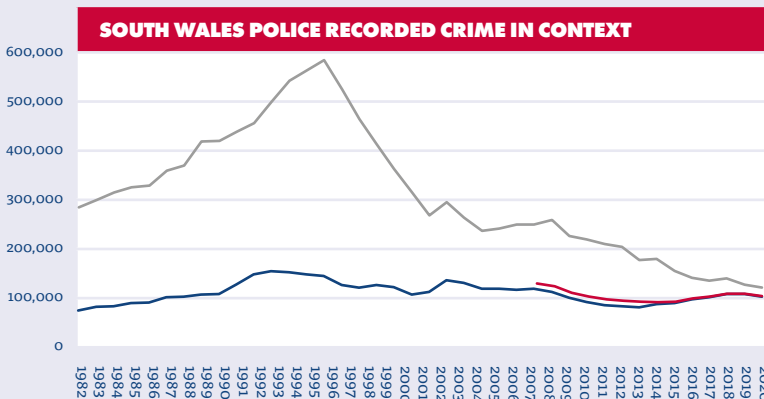
Her Majesty's Inspectorate of Constabulary independently assesses the effectiveness and efficiency of police forces in the public interest. Their assessment of South Wales Police in 2018/19 is as follows:

	EFFECTIVENESS - GOOD	EFFICIENCY - GOOD	LEGITIMACY - GOOD
STRENGTHS	Preventing and investigating crime	Planning for the future	Community engagement, treating people fairly and with respect
	Understanding and identifying vulnerability	Prioritising use of resources to meet demand	Strong ethical culture
FURTHER DEVELOP	Ongoing support to vulnerable victims	Future workforce planning	Management, performance and development of workforce
	Ongoing support for victims of domestic abuse	Value for money plan	Understanding of use of police powers

THE STRATEGIC POLICING REQUIREMENT, SET BY THE HOME SECRETARY, REQUIRES 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.

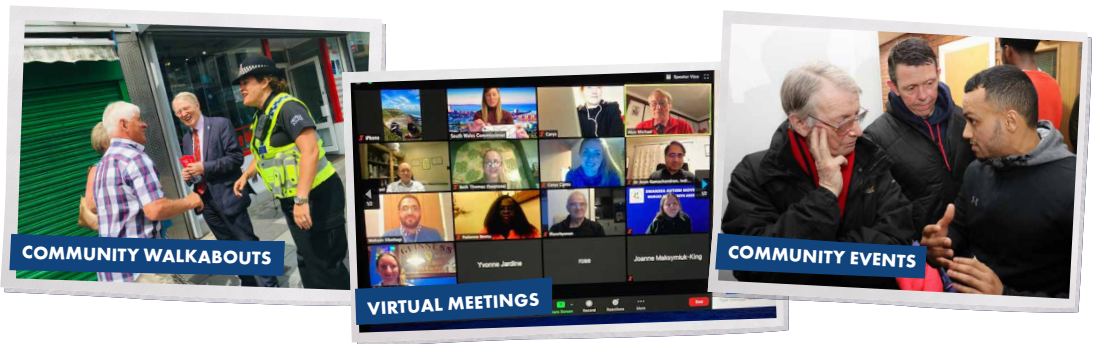
- Estimate of crime experienced in South Wales Police area
- Estimate of crime reported to South Wales Police
- South Wales Police recorded crime

ENGAGING COMMUNITIES

PUBLIC ENGAGEMENT, INVOLVEMENT AND EMPOWERMENT ARE CRITICAL TO CUTTING CRIME, DELIVERING A POLICE SERVICE WHICH MEETS COMMUNITY NEEDS AND THE DEVELOPMENT OF TRUST & CONFIDENCE

Engaging with communities across South Wales is an important aspect of the Commissioner's role, as it helps to provide a richer picture of local concerns and enables the Commissioner to better undertake his duty to hold the force to account on behalf of the public. Our Engagement Strategy sets out our

commitment to delivering meaningful engagement and the methods in which we will do this, giving the public the opportunity to speak directly to the Commissioner and his team in a number of ways including:



RACE EQUALITY

Racial inequality has been a key area of concern in policing and the wider criminal justice system for many years. The tragic death of Stephen Lawrence in the 1990s led to the publication of the Macpherson report in 1999, and it was then that policing began to really understand the changes that needed to be made to tackle race inequality. Even though efforts have been made, it has become clear that not enough has been achieved and that our communities want to see more action and real change. The Black Lives Matter movement in the UK is clearly reminding us of that.

We are committed to ensuring that race equality becomes a renewed priority for us. The Commissioner and Chief Constable will develop a Joint Race Equality Action Plan to outline what will be done, in conjunction with our communities, to ensure race disproportionality is reduced in South Wales Police. It will outline action to improve BAME communities' confidence in the police and increase representation amongst our officers and staff, with the Commissioner holding the Chief Constable to account for the timely delivery of the plan's commitments.

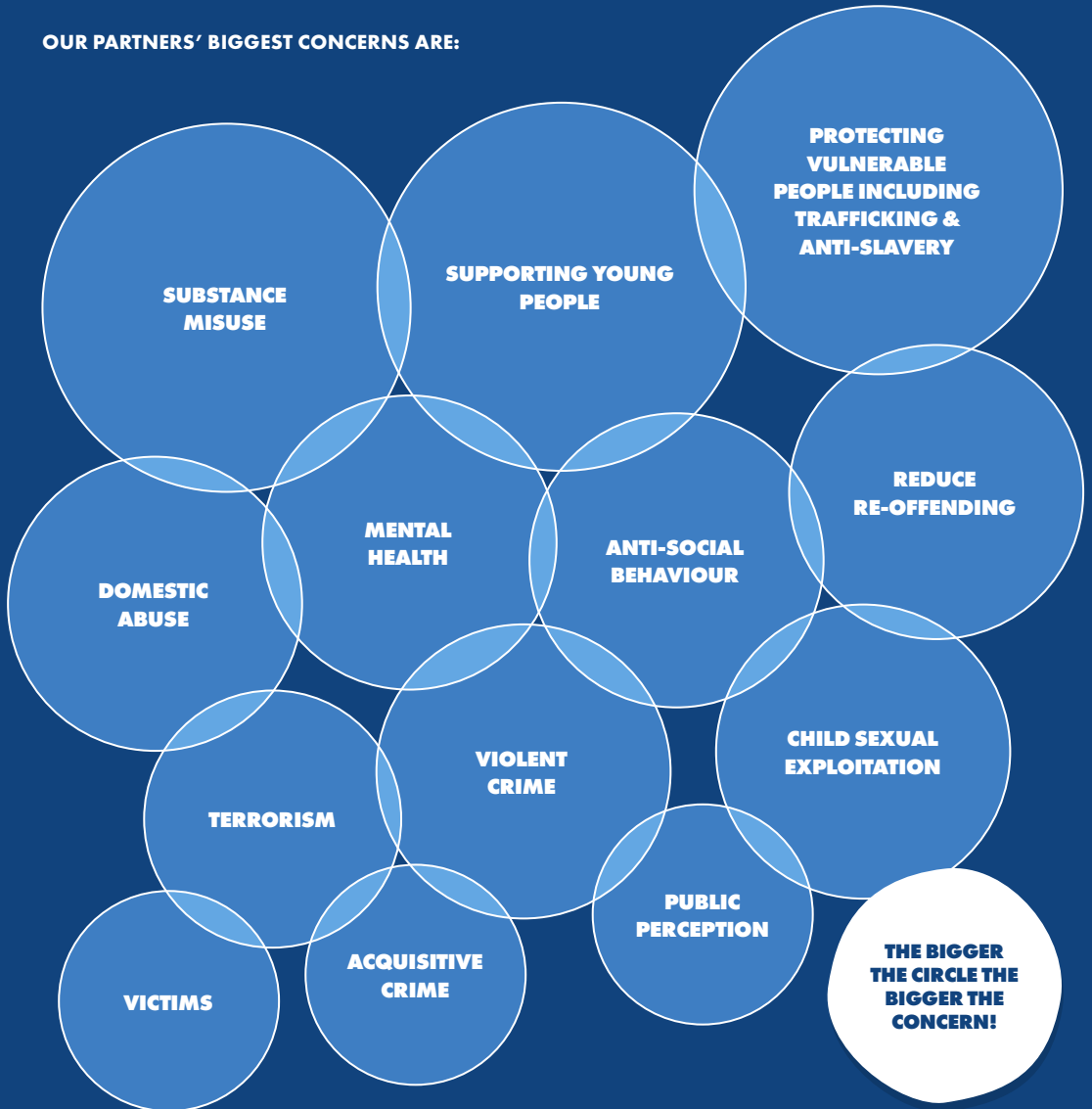
The Commissioner has an important role to play in working with criminal justice partners and bringing them together to work collaboratively in the interests of the public, whilst also commissioning services for the force area. We will work with all Chief Constables, Police & Crime Commissioners, and criminal justice partners in Wales, to pursue joint outcomes on race equality. We will push to ensure that partners take race equality seriously, are held to account for their action, and that commissioned services understand their race equality obligations. We will also work with Welsh Government to promote a 'one public service' approach to race equality across Wales.

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.

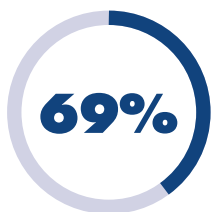
OUR PARTNERS' BIGGEST CONCERNS ARE:



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:



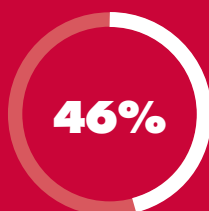
69% OF PEOPLE WOULD BE WILLING TO CONTRIBUTE MORE TOWARDS POLICE FUNDING THROUGH THEIR COUNCIL TAX

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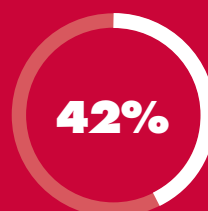
TOP 3 PRIORITIES THAT COMMUNITIES TOLD US THEY WOULD LIKE THE POLICE TO FOCUS ON OVER THE NEXT FEW YEARS:



Improving the policing response to victims of crime, including the prompt provision of updates



Increasing engagement with children and young people, listening to their views and experiences



Making 101 and other police non-emergency contact options more accessible

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