



Association of  
Police and Crime  
Commissioners



# APCC FINDINGS REPORT: Deep dive on partnerships in Wales

**18.02.2025**

A review of the views and experiences of Police and Crime Commissioners of local partnership working in Wales, and how it can be even more effective.

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# Foreword

*In Wales, the partnership landscape is multifaceted. Our role as Police and Crime Commissioner enables us to bring together policing and criminal justice partners as part of functions that are reserved to the UK Government, as well as partners who have responsibility for delivering devolved areas of Welsh policy.*

*There are several areas of best practice in Wales that demonstrates our effective approach to collaboration. For example, the success of the Criminal Justice Board for Wales, The Safer Communities Wales Network and Board, our coordinated 'Blueprint' approach to Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) and Youth Justice, can be measured by the level of engagement and investment given by partners to deliver shared priorities for our communities.*

*While we value the level of engagement across our local and regional partnerships, we also acknowledge that there are clear opportunities to improve engagement and collaboration across our partnership landscape. This deep dive exercise has therefore explored opportunities to create more effective and efficient local partnership systems across our force areas in Wales.*

*Views of my Welsh Police and Crime Commissioner counterparts, and our individual teams from across Wales, have been considered as part of this exercise. Most significant are the views and experiences of our partners, which will shape our approach to ensuring local partnerships systems across Wales are delivered more effectively and efficiently.*

*Best practice will be highlighted as part of this exercise as we go forward, and we will address the most significant areas for improvement across the local partnership delivery landscape in Wales guided by the findings of this deep dive report.*



**Jane Mudd**, PCC for Gwent

# Executive summary

While several public service functions are devolved in Wales, policing and justice remain reserved to the UK Government. Policing in Wales therefore involves cross-border co-operation with English police forces and bodies, as well as internal collaboration with our statutory devolved and third sector partners.

Harmonising policies, sharing information and addressing discrepancies, while also recognising the nuances of effective collaboration, is needed as part of the ongoing engagement between the UK and Welsh Government, as well as with local partners, on matters that affect functions relating to policing and justice in Wales.

Alignment between Police and Crime Commissioners (PCCs), policing and devolved services is crucial, particularly given the relationship between criminality and social causes of crime.

This Wales 'deep dive' demonstrates the value of the PCC/OPCC role in bringing partners together to address crime reduction, prevention and community safety priorities.

The findings and recommendations of the Wales deep dive broadly reflect those outlined in the APCC report [Towards Better Partnership Systems in England and Wales](#) (see Appendix A). The findings and recommendations discussed below are in addition and complementary to those outlined there.

## Key findings and themes

- 1. PCCs/OPCCs have a leading role in convening and facilitating collaborations across a complex network of partnerships in Wales.** The role of the PCC/OPCC in Wales is important in 'bridging' communication and engagement between devolved (for example, Welsh government and Health) and non-devolved (for example, policing and justice) partners. This role is not supported by any additional statutory powers; however, it was felt that future partnership configurations will require some level of formalisation of the PCC/OPCC role in statute, if they are to provide ongoing and essential partnership system leadership.
  - Partners across Wales say that they have a good understanding of police and crime priorities and that there is some level of alignment with their own organisational priorities.** Feedback from partners suggest that more could be done to prioritise and coordinate the delivery of key priorities relating to Reducing Crime; Reducing Anti-Social Behaviour (ASB);

and Addressing Drug Related Crime.

- **Welsh PCCs/OPCCs are leading efforts to configure partnerships across Wales through co-commissioning, co-location and co-production models.**
2. **Key partners across Wales are broadly well connected, but more needs to be done to ensure Health regularly engages in collaborations that are concerned with public health, prevention and early intervention priorities.**
- **Some CSPs in Wales require stronger leadership and direction, which can be provided by PCCs/OPCCs.** New partnership arrangements and collaborations have been created by both the UK and Welsh government since CSPs were first set up, with responsibilities that overlap with and may undermine the CSP role (for example, on serious violence or combating drugs).
  - **Partnership performance in Wales could be more consistent.** It is unclear where partnerships across Wales are utilising performance measures to assess their own effectiveness, and what performance mechanisms are being used.

## Recommendations

The below recommendations, which apply specifically to the Welsh context, are in addition to the recommendations set out in the main APCC report (see Appendix A):

1. **The findings and recommendations from the Wales ‘deep dive’ will be circulated to Welsh partners, including the Welsh Government and Welsh Local Government Association (WLGA).** The report should be used to initiate a discussion to inform the development of future arrangements for partnership working, including through statutory guidance, within a devolved Welsh context.
2. **Greater leadership and oversight across partnerships in Wales is needed, particularly for CSPs.** Specific guidance is required for Welsh PCCs as an interim measure while considering what statutory duties and levers could be placed on the PCC role to provide greater accountability and oversight of CSP activity across Wales. The PCC role with respect to CSPs should be discussed by Welsh PCCs and the Safer Communities Board.
3. **PCCs in Wales should assess the role of devolved health partners across the local and regional partnership landscape.** In doing this, PCCs should set out a specific set of expectations of health that would achieve the necessary enhancement of its role in delivering public health priorities across police and crime partnerships, and in the prevention and early intervention space.

- 4. National guidance for Wales regarding the use of performance management frameworks is needed.** National direction and strategic leadership is necessary to support more consistent and effective performance arrangements for future co-commissioning and co-production arrangements, including drawing on examples where PCCs have worked in collaboration with criminal justice agencies.

# 1. Introduction

The background, design and methodology for this ‘deep dive’ largely reflects and is complementary to that undertaken by the APCC into partnership systems but takes a detailed look at partnership working in the Welsh context.

Welsh PCCs/OPCCs are engaged across a range of local, regional and national partnerships, both as participants in partnerships and, increasingly, as leaders.

Partnerships in Wales mirror the structures, functions and objectives of partnerships across England. However, several public service functions are devolved to Welsh Government – which has inevitably altered the Welsh partnership landscape. As such, this Wales ‘deep dive’ will focus on the following partnerships:

- Local Criminal Justice Boards (LCJBs) and the All-Wales Criminal Justice Board (CJB)
- Community Safety Partnerships (CSPs), the Safe Communities Network and Board for Wales and Public Service Boards (PSBs)
- Area Planning Boards (APBs), which are the Welsh equivalent of Combating Drugs Partnerships (CDPs)
- Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) (Wales) Boards and related Blueprint Workstreams
- Serious Violence Duty (SVD) arrangements
- Policing Partnership Board for Wales (PPBfW)

*\* The Duty to Collaborate in the commissioning of victim’s services under the Victim and Prisoners Act 2024 does not apply to Welsh PCCs on the basis that the existing arrangements in Wales were felt to satisfy the collaborative requirements for the Duty.*

A Welsh reference group was established to facilitate this exercise, which included representation from the four Welsh OPCC leads and the APCC Wales Policy Manager. A survey was also circulated to partners across Wales to assess their experiences of working with PCCs/OPCCs across the partnerships listed above. Additional focus group discussions took place with PCCs and partners to complement the deep dive, which was supported by the WLGA and the Safer Communities Wales team.

The subsequent sections will examine key aspects of partnerships across Wales. They will explore what good partnership working looks like in Wales, identifying the challenges and opportunities to support effective and efficient partnership systems and configurations.

## 2. The Welsh partnership landscape

Welsh devolution<sup>1</sup> has created some level of divergence from UK Government policy, altering the context for Welsh policing and criminal justice services. The operation of policing and justice in Wales has become more complex, with additional layers of decision-making and coordination. Therefore, balancing local priorities with national and regional demands can be challenging.

Separate legislation has been introduced in Wales in key policy areas that crossover into policing and justice, requiring the participation and engagement of policing and criminal justice partners. Some examples include:

**Wellbeing of Future Generations (Wales) Act 2015** - The Wellbeing of Future Generations Act 2015 aims to improve overall wellbeing in Wales through the delivery of seven wellbeing goals. Together with the 'Sustainable Development Principle', these goals place requirements on public bodies to consider the long-term impact of their decisions<sup>2</sup>.

Duties are placed on local bodies, requiring them to work collaboratively when delivering the wellbeing goals, which takes place through Public Service Boards (PSBs). Policing in Wales, comprising the four police forces and respective PCCs, do not have a duty to work with PSBs. However, since their creation in 2015, policing and PCCs have remained actively engaged with coordinated efforts to achieve the wellbeing goals.

**Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board** - England and Wales have separate legislation around Violence Against Women and Girls (VAWG). In Wales, the VAWDASV Act 2015 requires local authorities and Local Health Boards (LHBs) to develop coordinated strategies and plans for each unitary area, in response to the growing issue of VAWG.

**The Blueprint approach** - Policing in Wales and other policing partners, as well as devolved public bodies and third sector services, have worked together through an integrated approach to collaborative working on key policy areas including VAWG, referred to as the 'Blueprint' approach. There are various blueprints in place across Wales. PCCs have a leading role in facilitating this work and they continue to provide strategic oversight and leadership for relevant activity, some of which includes the VAWDASV Blueprint, the Women's Justice Blueprint, and the Youth Justice Blueprint.

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<sup>1</sup> The transfer of legislative power for self-governance to Wales by the UK Government, allowing the elected Welsh Parliament (Senedd) to have control over many of their own affairs.

<sup>2</sup> [The Well-being of Future Generations | GOV.WALES](#)



### 3. Examples of partnerships in which PCCs/OPCCs have a leading role

In Wales, there are 13 Public Service Boards (PSBs), seven Regional Partnership Boards (RPBs), 19 Community Safety Partnerships (CSPs), seven VAWDASV Boards, seven Local Health Boards (LHBs) and six Safeguarding Boards, which span 22 unitary authorities. These networks enable agencies in Wales to discharge their devolved duties.

PCCs/OPCCs across Wales support activity associated with all relevant partnership boards across Wales to some degree, however it is impossible for PCCs/OPCCs to engage fully with them all.

PCCs/OPCCs are invited to most of the listed partnership boards, however there is no statutory obligation for them to attend. In addition, PCCs/OPCCs have taken a leading role in creating and facilitating partnership networks, which enable partners to discharge their policing and crime duties, including arrangements as part of the Crime and Disorder Act 1998.

Examples include:

**Policing Partnership Board for Wales (PPBfW)** - Established by Policing in Wales<sup>3</sup>, this board enables PCCs to consider cross-cutting priority and policy areas and to provide robust challenge to other partners - for example, on approaches to substance misuse, which in Wales is largely health led. The board is chaired by the Cabinet Secretary for Culture and Social Justice in the Welsh Government and once a year by the First Minister. The UK Government is represented by the Secretary of State for Wales and senior officials, with the Policing Minister joining the meeting when the First Minister is chairing.

**The Safer Communities Board and Safer Communities Network** - The network was established in 2021 to connect partners across Wales involved in community safety and support collaboration at a local, regional and national level. The Safer Communities Board, which provides oversight for the network is the strategic voice that connects partners across Wales. It has been successful in facilitating opportunities for open communication among CSP members, coordinating efforts that respond to emerging issues, encouraging initiatives that empower communities to participate in decision-making processes and supporting campaigns that raise awareness about community safety and crime prevention issues.

**Criminal Justice Board (CJB) for Wales** - The Criminal Justice Board for Wales brings together various criminal justice partners<sup>4</sup> to develop a fair, effective and efficient criminal justice system.

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<sup>3</sup> A collaborative network of the 4 Chief Constables and the 4 PCC in Wales.

<sup>4</sup> Chief Crown Prosecutor for Wales, Directors of HMCTS and HMPPS for Wales, Police and Crime Commissioners, Chief Constables, Public Health Wales and Third sector.

The CJB for Wales has four overarching priorities, which are incorporated into an annual workplan that is delivered across the four LCJBs.

## 4. Key findings and observations

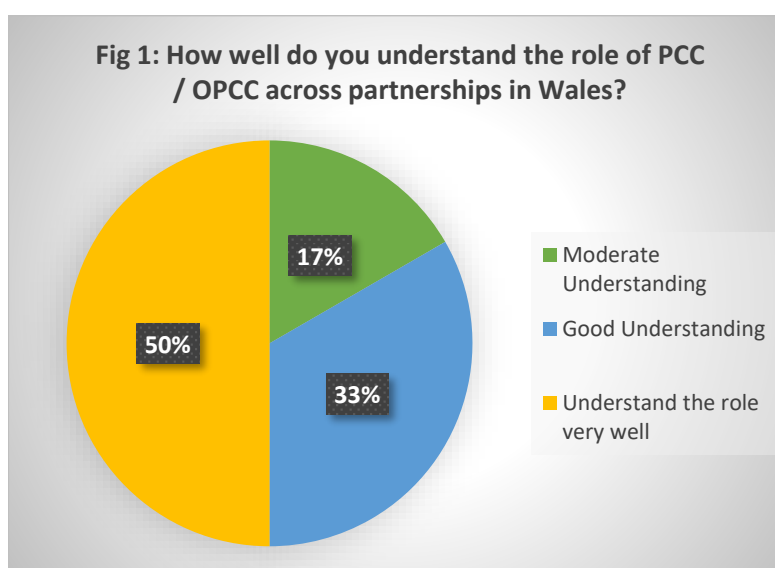
To complement the findings of this deep dive, a survey was circulated to partners across Wales, which was designed to assess their experiences of working with PCCs/OPCCs. Focus group discussions also took place which addressed similar themes, including:

- Police and Crime Commissioner roles and responsibilities
- Police and crime objectives
- Partnerships and collaboration
- Governance and performance

### Partnership engagement, roles and responsibilities

Twenty four partners responded to the survey, which was available online between 14 October and 11 November 2025. Several focus group discussions also took place during this time.

Representatives from across all four Welsh police force areas responded to a combination of multiple choice and open-ended questions. Responses were collected from partners representing police, CSPs, council leads, safeguarding leads, academic partners, ROCUs/NCA, Welsh Government and HMPPS.



When asked to assess their level of understanding of the PCC/OPCC role, the most common response was that partners ‘understand the role very well’ (50% of respondents).

Similarly, when asked to assess the level of importance of the PCC/OPCC role across partnerships, sixty-two per cent of respondents felt that the role of PCC is ‘extremely important’ in supporting

the delivery of shared organisational priorities through partnership arrangements, and there was consensus that the PCC/OPCC role is crucial in facilitating engagement between devolved and non-devolved agencies.

Partners believe that PCCs should have a stronger leadership role across local and regional partnerships, which they think will create stronger coordination, better direction, and reduced duplication. A stronger leadership role would further enhance PCCs ability to hold both devolved and non-devolved stakeholders to account for their engagement and contributions across partnership systems. Therefore, the findings of the Wales 'deep dive' fully support recommendation four of the APCC report: "Consideration should be given to introducing a new (resourced) duty for PCCs/OPCCs or their equivalents to take responsibility for oversight of the local partnership landscape, with corresponding duties for partners".

When asked to consider how well other roles within relevant partnerships are defined, 38% of respondents believe that 'some roles are defined', followed by 33% who felt that 'most roles are defined'. Not all stakeholders are aware of the roles and responsibilities of partners. Several respondents suggested the need to re-set and re-frame local collaborations. This is explored in more detail in subsequent sections.

## Partnership engagement, priorities and objectives

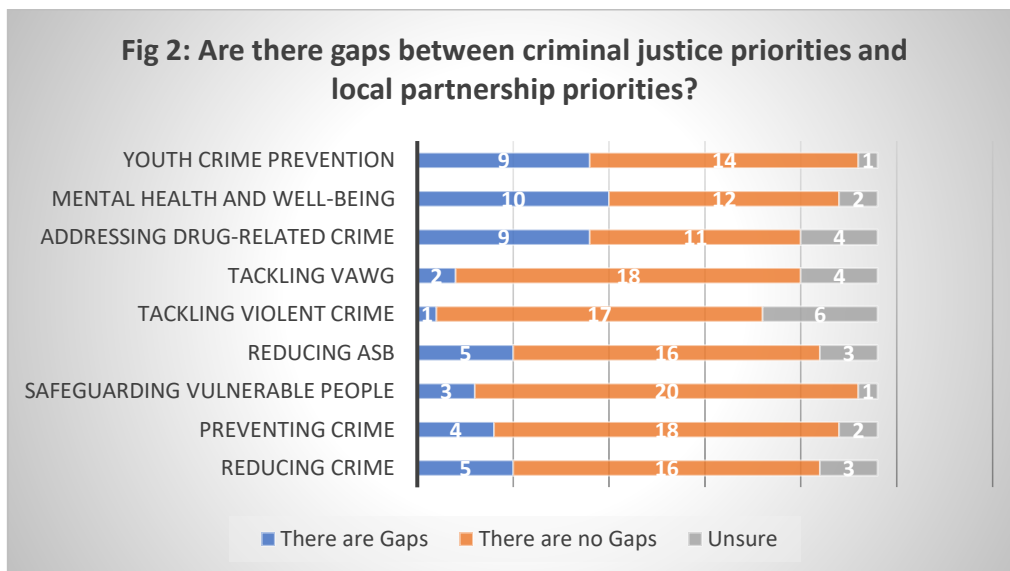
A good understanding of local partnership priorities is important for aligning goals between agencies, for efficient resource allocation, effective decision making and for building trust within the partnership.

Most respondents (83%) stated that they were aware of the priorities within their local Police and Crime Plan, with only three stating they were unsure of what these priorities were. Similarly, respondents generally agreed that partnership priorities across Wales are aligned with their respective Police and Crime Plan.

The survey presented a range of priorities (a link to the survey can be found in Appendix B) and respondents were asked to identify if there were gaps in local alignment for each priority. Most respondents felt that there aren't gaps in alignment, which suggests that police and crime priorities are broadly aligned with local partnership priorities.

However, respondents were also asked to identify gaps in local partnership delivery. The gaps identified were 'reducing crime' (21%); 'reducing ASB' (21%); 'addressing drug related crime' (33%); 'mental health and wellbeing' (33%) and 'youth crime and prevention' (29%). A significant proportion of respondents felt 'unsure' whether there was effective alignment and delivery across

priority areas relating to ‘tackling violent crime’ (29%); ‘tackling VAWG’ (25%); and ‘addressing drug related crime’ (21%). Respondents also stated that community cohesion, online harms - including cybercrime and fraud and child sexual exploitation needed to be considered in future priority setting. This highlights some clear areas for PCC/OPCCs to consider when objective setting and strategic planning with stakeholders.



When asked how partnership priorities across Wales could be better aligned, there was a general sense of frustration that there are ‘too many’ partnerships, and too many plans trying to achieve similar outcomes across shared priority areas. Respondents emphasised the need for ‘regional strategic discussions’ to create effective oversight mechanisms for local partnership delivery.

Historically, there has been some resistance from local partnerships when discussing regional configuration; however, some regions in Wales are currently consolidating their regional partnership arrangements. For example, in Gwent, a Regional Community Safety Partnership Oversight Board is being created, which will be chaired by the Gwent PCC and is intended to ensure the join up, communication and delivery of shared priorities across local boards.

A similar ‘chair of chairs’ approach is developing in both North Wales and in Dyfed Powys. This approach is achievable due to the force areas having co-terminus boundaries with health boards and other regional partnership arrangements. By contrast, achieving this level of configuration in South Wales is far more complex due to the geographical makeup of the force area, which spans five PSBs, four VAWDASV Boards, six CSPs and three health boards.

# Partnership systems: governance and performance arrangements

**Partnership governance** - Good governance arrangements can enable partnerships to function effectively and efficiently and to achieve shared goals across partnerships while delivering value and maintaining strong relationships among key stakeholders.

Governance arrangements for CSPs in Wales appear to be unsatisfactory in some but not all cases, and a large proportion of respondents felt these arrangements should be strengthened. In Wales, CSPs are expected to report progress, and escalate relevant matters to PSBs. While this process is generally followed by CSPs, there are concerns that PSBs do not always prioritise CSP matters. Some feedback therefore suggested that CSPs are becoming 'out of sight and out of mind'.

This is exacerbated by the migration of lead responsibility for some key policy areas from CSPs to other partnerships over several years, with key discussions taking place externally to CSPs, including:

- Substance misuse priorities, which are now discussed under APB arrangements as part of the Welsh Government Substance Misuse Strategy
- VAWDASV matters, which are discussed via the VAWDASV Boards as part of the 2015 Act
- Safeguarding matters, which are discussed at Regional Safeguarding Boards
- Recent measures introduced through the Serious Violence Duty

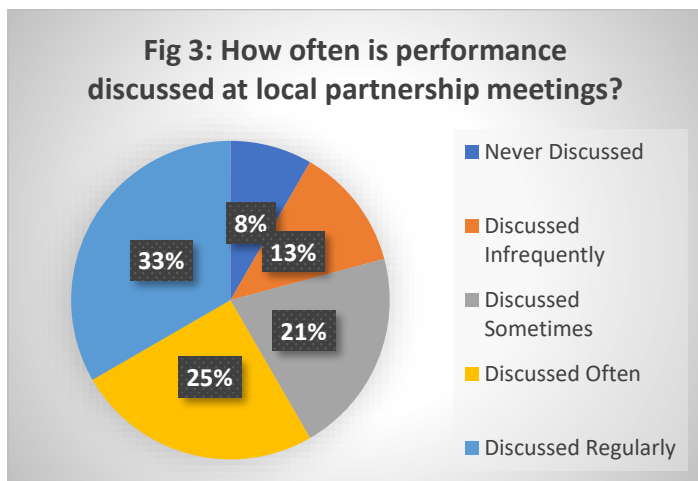
These boards are expected to talk to and work with each other, however there is no requirement for them to do so, therefore this doesn't always happen. Partners are clear that someone needs to take some form of leadership in connecting the work across these boards, and most feel that PCCs would be ideally placed to do so. Respondents expressed concern for the future of CSPs if no one is willing to provide leadership and strategic direction in this space.

**Recommendation: The findings and recommendations from the Wales 'deep dive' will be circulated to Welsh partners, including Welsh Government and the Welsh Local Government Association (WLGA).** The report should be used to initiate a discussion to inform the development of future arrangements for partnership working, including through statutory guidance, within a devolved Welsh context.

**Recommendation: Greater leadership and oversight across partnerships in Wales is needed, particularly within CSPs.** Specific guidance is required for Welsh PCCs as an interim measure while considering what statutory duties and levers could be placed on the PCC role, to provide greater

accountability and oversight of CSP activity across Wales. The PCC role with respect to CSPs should be discussed between Welsh PCCs and the Safer Communities Board.

**Partnership performance** - The survey also invited comment on the arrangements for evaluating the performance of partnerships across Wales, while recognising that the complex partnership landscape across Wales makes it difficult to agree a set of consistent measures.



There was a mixed response when partners were asked to assess the extent to which performance is discussed across local partnerships. 25% believe that performance is discussed 'often', 33% believe it is discussed 'regularly', 21% stated 'sometimes', with two respondents stating that performance has 'never been discussed'.

This indicates that some partnerships do discuss performance as part of ongoing

collaborative arrangements, however it is unclear from the survey which partnerships do this effectively, and which do not. Regardless, stakeholders feel there should be more opportunities to discuss performance, and there should be greater opportunities and openness from partners to acknowledge and discuss poor performance.

For example, Area Planning Board (APB) performance arrangements are largely focused on health specific metrics. However, criminal justice investment in APB activity is high in some areas - for example, in Gwent criminal justice partners provide 28% of the financial investment to their APB. APB priorities are delivered through a set of Key Performance Indicators (KPIs), which are outlined in the Substance Misuse Outcomes Framework created by Welsh Government. The KPIs focus on treatment, service accessibility and are largely health centred; consequently, there has been little scope to demonstrate delivery of criminal justice outcomes through APB activity. PCCs/OPCCs take a leading role in creating co-commissioning arrangements across regional APBs with criminal justice partners and have subsequently incorporated performance metrics within co-commissioning contracts. Dyfed Powys PCC/OPCC demonstrates best practice in achieving shared performance measures as part of co-commissioning arrangements of their Tier 2 APB work.

**Recommendation: National guidance for Wales regarding the use of performance management frameworks are needed.** National direction and strategic leadership is required to support more consistent and effective performance arrangements for future co-commissioning and co-production arrangements, including drawing on examples where PCCs have worked in collaboration with criminal justice agencies.

# Data and information sharing across partnerships

Data and information sharing practices across partnerships can enable partners to collaborate effectively, make informed decisions, and achieve shared objectives.

Respondents were asked to consider the challenges to information and data sharing as part of their partnership arrangements. Feedback suggests that there is a lack of confidence in GDPR, as well as a lack of understanding about the reasons and motivations behind requests for data. This creates a climate of fear, distrust and risk aversion, which can reinforce a culture of non-sharing. Navigating these regulations while maintaining the necessary flow of information can be complex.

Partners often use different data systems that may not be interoperable, leading to difficulties in seamless data sharing. The lack of integrated or compatible technological infrastructures can hinder the timely exchange of critical information. In addition, a general lack of awareness of the data held by partners, as well as limited analytical resource and capability, can result in missed opportunities for scrutiny and accountability.

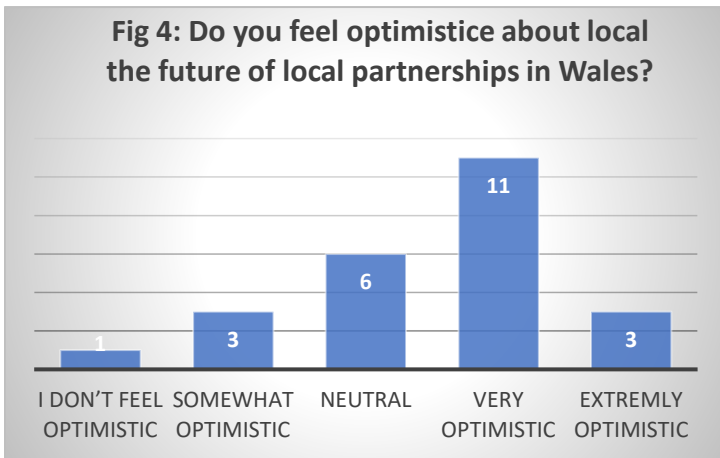
Notwithstanding the data sharing challenges presented by respondents, several best practice examples were provided. These include the Multi-Agency Public Protection Arrangements (MAPPA) in Wales, which exemplifies robust collaboration among agencies such as the police, the probation service, the prison service and local authorities, all underpinned by effective data sharing. A structured MAPPA framework that allows for the timely exchange of critical information for enhancing the assessment and management of high-risk offenders is incorporated across Wales.

The Wales Single Unified Safeguarding Review (SUSR) was developed following cross-sectoral collaboration. The SUSR outlines a new approach to reviewing and assessing multiple safeguarding reviews, to inform future preventative practice and decision making. With the unified Wales model, one review will now be undertaken, and collective recommendations will be implemented by respective safeguarding boards.

Other examples include the Wales Race Disparity Data Dashboard, the use of Domestic Abuse Attrition Data and the Women's Justice Data Dashboards, which are all scrutinised by partners through the All-Wales Criminal Justice Board. The findings of this Wales deep dive are therefore consistent with the APCC report relating to information and data sharing and therefore support recommendation six, which called for 'a continued focus on developing a more data-confidence and open culture and facilitating data sharing between partners'.



# Observation on the future of partnerships



Survey respondents generally feel ‘very optimistic’ (45%) about the future of partnerships across Wales, with no respondents stating that they did not feel optimistic.

The areas of focus for improvement to achieve long term success across partnerships were identified as across funding and commissioning, leadership and stronger engagement with

devolved partners, specifically with health.

**Funding and commissioning** - Respondents feel that more could be done to manage prevention and early intervention activity, which may be achieved by partnerships prioritising existing funding for prevention activity. Recent examples of co-commissioning arrangements that are facilitated by PCCs/OPCCs highlight common themes in demonstrating success. These include good leadership and a strong sense of aligned objectives and operationalisation of objectives across partners, all underpinned by co-location, co-production and pooled resources.

Funding across partnerships, particularly within CSPs, is predominantly available through grants and this impacts on delivery. While grant funding reporting mechanisms can feel onerous and repetitive, this is often felt to be the only way to monitor delivery.

**Leadership across the CSP landscape** - Partners were asked what needs to be done when considering partnerships that are less effective. The need for stronger leadership across the broader partnership system was the most consistent response, particularly regarding CSPs. There appears to be some degree of uncertainty about the future of CSPs. One respondent commented that “CSPs have somewhat lost their way”, given that key issues and functions are increasingly being picked up through other statutory arrangements including APBs, VAWDASV Boards, and SVD arrangements, and some respondents emphasised the need to re-frame the focus and role of CSPs.

**Enhanced engagement with health** - A consistent theme from survey responses and focus group discussions was the need for better links with health as part of future regional strategic discussions, decision-making and consolidation. Partners feel that health need to have a stronger role in supporting partnerships to achieve relevant objectives and delivering prevention priorities, as well as increase support for, investment in and oversight of key public health matters, such as substance misuse and mental health. Better engagement is needed to enable partnership systems to operate



effectively and efficiently, particularly as health plays a key role in partnerships that have cross-boundary priorities such as APBs and PSBs.

**Recommendation: PCCs in Wales should assess the role of devolved health partners across the local and regional partnership landscape.** In doing this, PCCs should set out a specific set of expectations of health that would achieve the necessary enhancement of its role in delivering public health priorities across police and crime partnerships and in the prevention and early intervention space.

**Increased coordination between devolved and non-devolved stakeholders** - Respondents felt that a stronger commitment from Welsh Government is needed to recognise its role in community safety, policing and criminal justice issues with ‘programme bending’ of its devolved remit to enable it to contribute better to shared objectives and operationalisations. Establishing joint strategic plans may support alignment between partners and ensure everyone is working toward the same objectives. This integration helps streamline decision-making processes and fosters a more unified approach to tackling crime and supporting community safety.

## 5. Conclusions

The partnerships systems ‘deep dive’ in Wales has identified several conclusions that are consistent with the APCC report, with additional findings that directly impacts the Welsh partnership landscape.

The Welsh partnership landscape has been described as ‘cluttered’. Stakeholders are concerned that there are too many needs assessments, too many partnerships, too many overlapping priorities, too much data and not enough oversight. The complex network of partnerships across Wales is felt to be impossible to service adequately, particularly when there is no requirement for some of our key partnerships to talk to each other. At the same time, there is much excellent partnership working in Wales.

One of the most significant findings from the report is the lack of system leadership and oversight across partnerships in Wales. PCCs have often stepped into this leadership role, taking ownership of joint priorities, sharing resources and facilitating necessary collaborations between local, regional and national boundaries, while also facilitating relevant engagements across the political landscape of both the Welsh and UK Governments.

While PCCs bring a range of skills, experience and expertise to this role, the power to convene provides added support for them in bringing partners together. Unfortunately, the power to convene is often where it ends. As such, it is felt that the PCC’s role should go further, through the introduction of further statutory powers.

The Welsh ‘deep dive’ is also in full support of recommendation three of the APCC report, that where new partnerships are created there should be an expectation that ‘the resource implications are fully funded by the relevant departments’.

Some other themes that have become clear throughout the research include the need for more open and honest reflections on the effectiveness of existing partnerships and how this can be improved, more willingness to share (for example, data or resources), belief in the ability to achieve change and stronger investment in prevention and early intervention and public protection to support effective partnership systems.

Welsh PCCs can often find themselves in a position that requires them to manage, and in some cases mediate complex relationships with devolved and non-devolved partners, while representing the best interests of their communities on policing, crime and community safety matters. PCCs in Wales grapple with the intricacies of devolution, community engagement, resource allocation and system change. Their commitment to effective policing remains central despite these challenges; at the same time, and in common with their partners, they can only fully deliver for their communities through effective partnership working.

## Appendices

### **APPENDIX A: Summary of the recommendations for the APCC Findings Report: Towards better local partnership systems in England and Wales**

1. When new duties or expectations are considered, the default should be to deliver them through existing partnerships rather than to create new ones, with as much flexibility as possible for local areas to determine for themselves the best way to do this taking account of their local geographies, existing partnership systems, and so on.
2. Where government or other agencies require local areas to have strategies on important issues, they should help and support them to create joint partnership strategies whenever possible. They should avoid setting expectations that each organisation will have its own separate strategy unless there is a clear rationale for this.
3. Government proposals to create new partnerships and collaborative duties locally should be considered within the scope of the ‘new burdens’ arrangements, with the expectation that the resource implications are fully considered and appropriately funded by the relevant departments.

4. Consideration should be given to introducing a new (resourced) duty for PCCs/OPCCs or their equivalents to take responsibility for oversight and stewardship of the local partnership landscape in relation to community safety and crime reduction, with corresponding duties for partners.
5. Local areas should consider carrying out an audit of the costs of partnership boards and forums, including salary costs for attendees and the costs of support for meetings and other activities (for example, logistical and analytical support).
6. A continued focus should be placed on developing a more data-confident and open culture and facilitating data sharing between partners. Based on our research, this appears the single most impactful thing that can be done to improve the effectiveness of partnership working within and across existing partnerships. Consideration should be given to placing a duty or requirement on partners to share data with PCCs and for PCCs to be able to request data from partnership agencies in the same way that they are able to request force data.
7. The APCC and LGA, working together with other national partners, should be supported to produce guidance and resources to support and enable effective local partnership working. They should establish a new national network of local partnership leads.
8. More investment should be placed in partnership capabilities, including chairing, developing terms of reference, action logging, for example, alongside of support for senior leaders to develop further their understanding of and capabilities for system leadership.
9. At the first opportunity, the government should look at the options for legislating to place PCC-led Criminal Justice Boards on a statutory footing. This was a key recommendation of the [PCC Review 2021-22](#).
10. The government should consider commissioning an in-depth, independent review of local partnership systems, which might be undertaken as part of its wider public sector reform and/or police landscape reform agenda.

## Appendix B: Welsh survey

The link to the online partnership survey for the Wales deep dive can be found [here](#).

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The APCC provides support to all Police and Crime Commissioners and policing governance bodies in England and Wales.

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