



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

SOUTH WALES POLICE & CRIME REDUCTION PLAN 2017-21

EXECUTIVE SUMMARY



South Wales is one of the safest areas in the United Kingdom to live, work and visit, somewhere that people can confidently enjoy spending time with family and friends.

As Commissioner and Chief Constable, our shared principles and values set the standard – to be the best at understanding and responding to the needs of all our communities. That means listening to them, protecting the vulnerable and improving victim satisfaction.

The challenges ahead make us even more determined to stay focused on this vision, with a deepening understanding of the importance of early intervention and prompt, positive action. Our aim is to work with partners to ensure that people get the support they need, when they need it, and to prevent people from becoming either victims of crime or offenders.

Early intervention and prompt positive action is at the heart of building safe, confident and resilient communities and crucial to reducing demand on all our public services. We will both play a full part in the new Public Service Boards and in refreshing local Community Safety Partnerships across South Wales.

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 Reduction 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.wales



Rt Hon Alun Michael
South Wales Police and Crime Commissioner



Peter Vaughan QPM
Chief Constable

ACHIEVING MORE TOGETHER TOWARDS A SAFER SOUTH WALES

**THE SOUTH WALES
POLICE VISION IS CLEAR
– TO BE THE BEST AT
UNDERSTANDING AND
RESPONDING TO OUR
COMMUNITIES' NEEDS.**

*Peter Vaughan, 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*

The future is always uncertain but these are the principles that will keep us on track as we continue our journey towards an even safer South Wales:

- Preventing crime, supporting safe and confident communities, is the first responsibility of the police
- Public services must shrink together not shrink apart, with a focus on sustainable services
- Crime trends and root causes must be swiftly identified and addressed
- The issues faced by our communities need early interventions and prompt, positive action based on evidence and developed in partnership
- We must work together towards the well-being of future generations offering the support people need, when they need it

We have both seized the opportunity to become full members of the Public Services Boards established under the Future Generations Act which have the potential to transform public services in Wales.

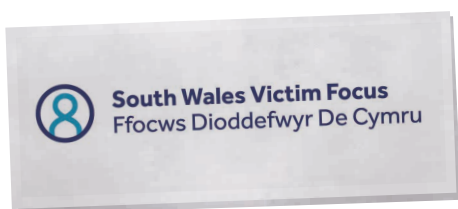
The full details of the mission, vision, values and principles are available in the full Police & Crime Reduction Plan at southwalescommissioner.wales



DELIVERING TOGETHER TO KEEP SOUTH WALES SAFE

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

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



Keeping a focus on victims of crime

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

Protecting vulnerable people

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



Tackling violence against women and girls

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

Using technology in the fight against crime

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



Delivering a more representative workforce

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



Working to reduce violent crime

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



Delivering a more efficient Criminal Justice System

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

Supporting young people

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



Tackling anti-social behaviour

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





**RT. HON.
ALUN MICHAEL**

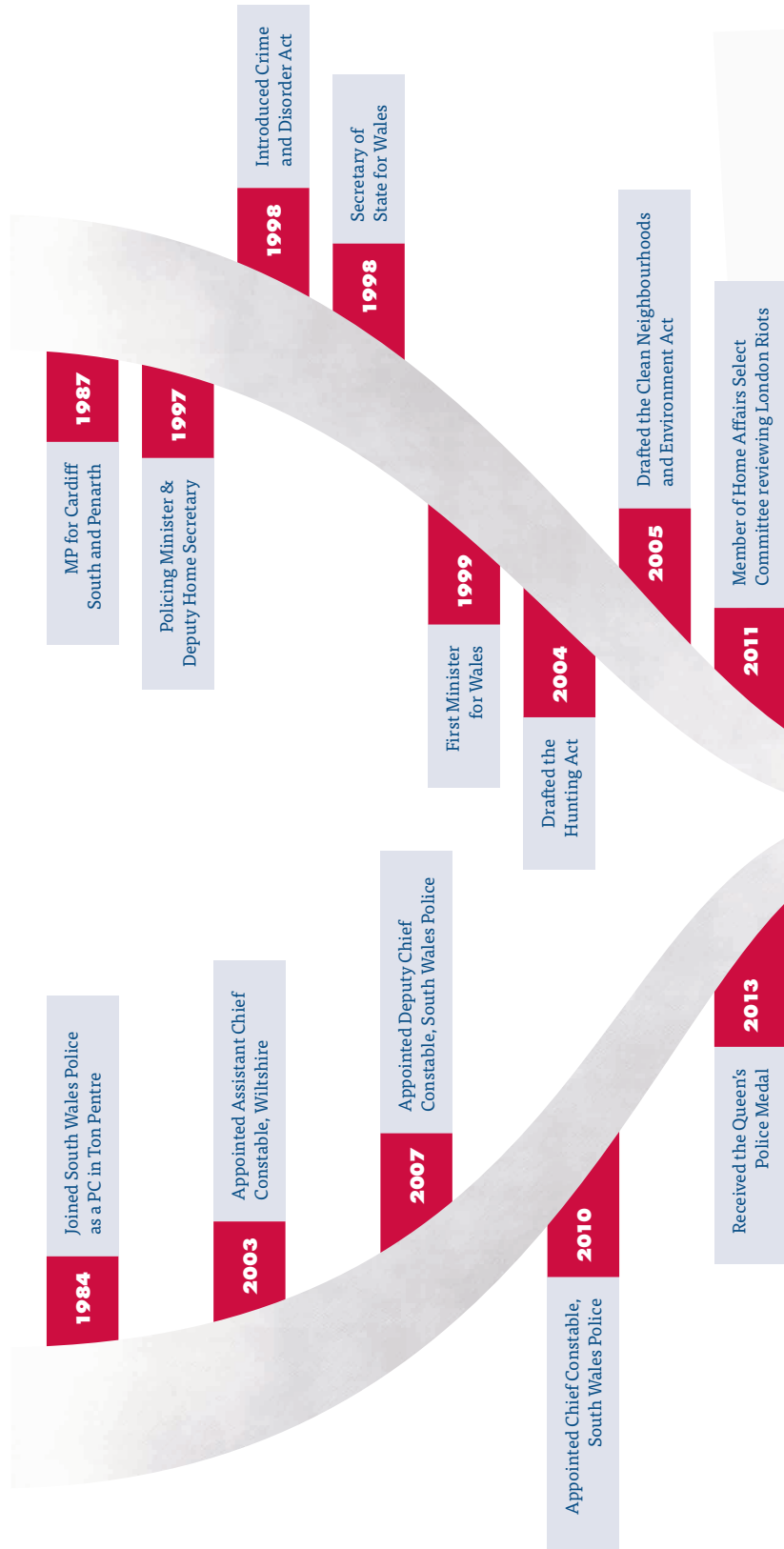
SOUTH WALES POLICE AND
CRIME COMMISSIONER

SOUTH WALES POLICE

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



PETER VAUGHAN QPM
CHIEF CONSTABLE



THE JOURNEY OF SO

2012

Precept funding strategy protects community policing against austerity

First Police & Crime Reduction Plan for South Wales

£4.5m of Police Innovation Funding delivered to South Wales

Launch of Tackling Violence Against Women and Girls Action Plan

More accurate levels of crime recording, with a focus on victims

Help Point opens – more than 1,200 people supported

2013

NATO summit – world leaders visit south east Wales

Alun Michael elected as first Police and Crime Commissioner for South Wales

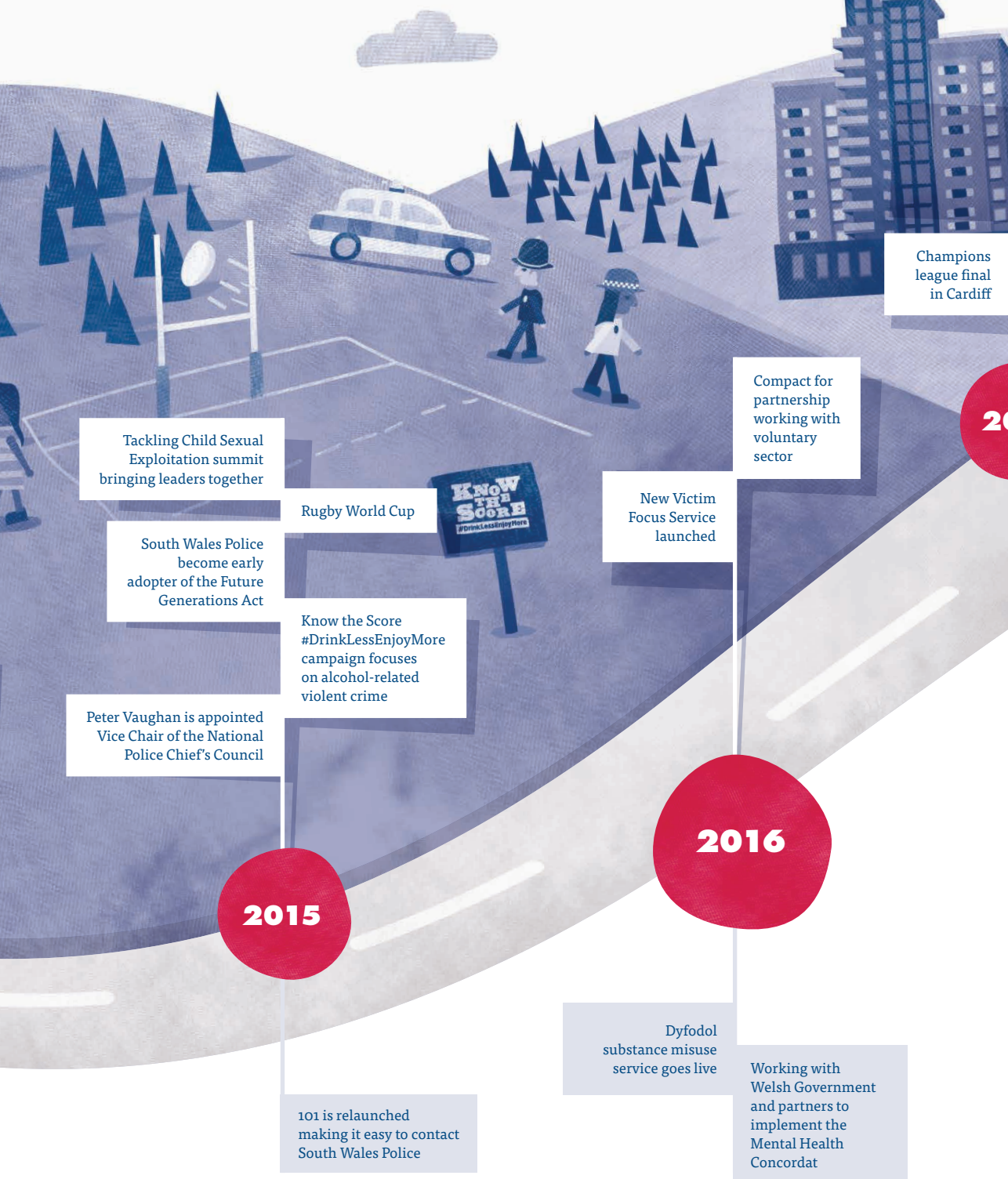
“Hallmarks” document sets out joint-arrangements between the Chief Constable and Commissioner

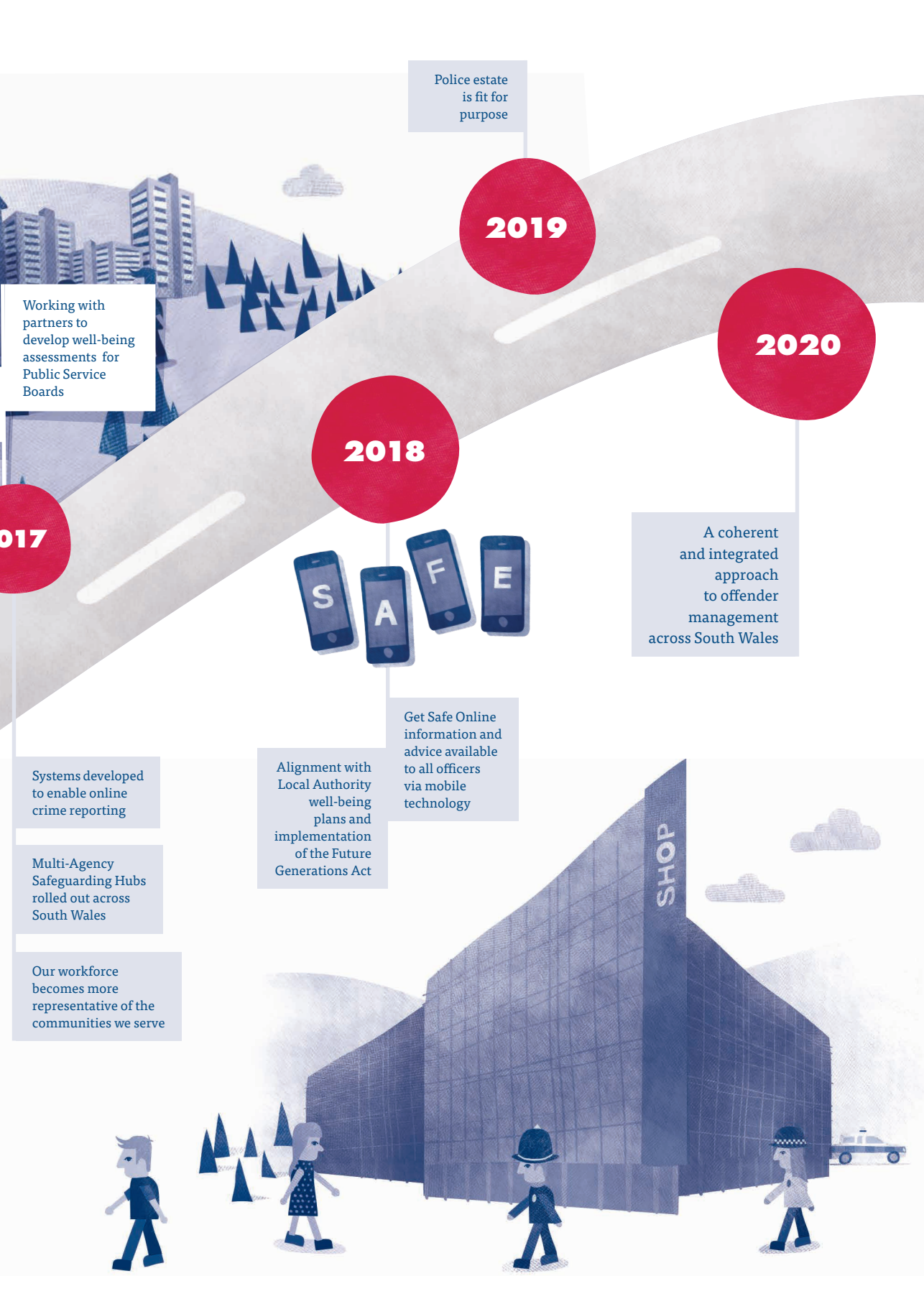
Peter Vaughan appointed Vice President of Association of Chief Police Officers

2014

Top ten for victim satisfaction

SOUTH WALES POLICE





2017

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

2018



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

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

Systems developed to enable online crime reporting

Multi-Agency Safeguarding Hubs rolled out across South Wales

Our workforce becomes more representative of the communities we serve

2019

Police estate is fit for purpose

2020

A coherent and integrated approach to offender management across South Wales

SHOP



OUR PRIORITIES

The Police and Crime Commissioner holds the legal responsibility to set the policing priorities for South Wales through the Police & Crime Reduction Plan. In South Wales, this is done in partnership with the Chief Constable, based on shared values and principles and in consultation with the public and partners.

In South Wales we will:



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



**IMPROVE THE WAY WE
CONNECT WITH, INVOLVE
AND INFORM OUR
COMMUNITIES**



**WORK TO PROTECT THE
MOST VULNERABLE IN
OUR COMMUNITIES**



**MAKE SURE THAT THE LOCAL
CRIMINAL JUSTICE SYSTEM
WORKS EFFECTIVELY AND
EFFICIENTLY, MEETING THE
NEEDS OF VICTIMS AND
CHALLENGING OFFENDERS**



**MAKE OUR CONTRIBUTION
TO THE STRATEGIC POLICING
REQUIREMENT AND
SUCCESSFULLY POLICE
MAJOR EVENTS**



**SPEND YOUR MONEY
WISELY TO PROTECT
POLICING IN YOUR
COMMUNITY**



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EARLY INTERVENTION AND PROMPT POSITIVE ACTION: THE SOUTH WALES POLICE APPROACH

Crime and anti-social behaviour in South Wales are at some of the lowest ever recorded levels yet demand for police services remains high at a time of continued austerity and cutbacks. Constant innovation is needed to sustain public services and keep South Wales safe.

The police are often the first agency to be in contact with children or families in need of help. We want to be part of the solution that prevents problems reaching the point where people need the emergency services.

Early intervention helps prevent problems before they escalate, stops people from becoming victims, diverts people away from crime and reduces demand on the police and our partners.

It means swiftly identifying issues and working with partners to find sustainable solutions, such as the

Multi-Agency Safeguarding Hubs which are being rolled out across South Wales, or our Police Youth Volunteer scheme.

Our approach will be focused on early intervention combined with prompt, positive action and working with our partners to develop new approaches that meet the needs of our communities.

This is reflected in our work with Public Health Wales where we are using the evidence of the research into Adverse Childhood Experiences (ACEs) to develop initiatives to stop the cycle of harm, support vulnerable individuals and reduce overall demand on services.

This work has proved beyond doubt that preventing ACEs would dramatically reduce crime and damage to health and society.

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WHAT IF WE PREVENTED ACEs?

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)

PRIORITY 1

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

Reducing crime is our main purpose. We will be tough on crime and the causes of crime, identifying the underlying issues and tackling them through early intervention and prompt, positive action based on evidence, partnership and evaluation of “what works”.

How we will do it:

Local Policing

- Ensure Community Support Officers are fully engaged in local communities, and have the skills to empower people to find local solutions
- Link Police Officers working in schools, youth offending teams and local police teams
- Lead action on anti-social behaviour with partners in local government and social housing providers
- Work with young people to expand our South Wales Police Youth Volunteers scheme
- Recruit more Special Constables from within all our communities

Working within communities

- Help local communities to become resilient by taking an active role to solve local problems working with Neighbourhood Watch, Movement for Change and Citizens UK,
- Become early adopters of the Well-being of Future Generations Act (Wales) 2015 with full active membership of Public Service Boards
- Work with partners to embed the Clean Neighbourhoods Act
- Promote the effectiveness of local Community Safety Partnerships

Tackling Violent Crime

- Develop a more effective approach to licensing and the night-time economy
- Work 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
- Continue to develop initiatives – such as our Swansea HelpPoint – to protect the public and reduce pressure from the night-time economy on public services



PRIORITY 2

WE WILL IMPROVE THE WAY IN WHICH WE CONNECT WITH, INVOLVE AND INFORM OUR COMMUNITIES

Research tells us communities need more information about the work of South Wales Police and how to access services. We will build on the success of the Public Service Centre and the re-launch of 101 to ensure the public can contact us confidently, receiving a prompt, positive response so they experience services that are amongst the best in England & Wales.

How we will do it:

Involve

- Make our service more reflective of our communities, especially BME communities who are currently seriously under-represented
- Improve recruitment, retention and progression of women in South Wales Police
- Apply the United Nations Convention on the Rights of the Child
- Understand the methods of communication that are the most effective for our communities

Inform

- Pursue a strategy that demonstrates our commitment to good communication, internally and externally
- Help members of the public to make contact with the appropriate service on issues other than policing
- We will do all we can to provide a Welsh language response and promote the use of the language

Connect

- Introduce online reporting for crime and anti-social behaviour
- Create an online portal for victims to track the investigation of their crime
- Develop the accessibility of our Public Service Centre
- Work locally and nationally to make 101 more accessible to those with diverse needs
- Use Social Media and other mechanisms to engage better with our public



PRIORITY 3

WE WILL WORK TO PROTECT THE MOST VULNERABLE IN OUR COMMUNITIES

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 will do it:

Delivery of the Tackling Violence Against Women and Girls Action Plan

- Move to a more sustainable funding model for domestic abuse and sexual violence services based on needs
- Improve our support for victims of Honour Based Violence and Female Genital Mutilation
- Learn the lessons from the MASH developments in Pontypridd and Cardiff and apply them across other parts of South Wales
- Promote the IRIS (Identification and Referral to Improve Safety) programme and health-based Independent Domestic Violence Advisors to enable earlier identification of victims
- Roll out the vulnerability awareness training to all Police Officers and partners in the night-time economy
- Develop a new programme with South Wales universities to identify and support students who may be victims of domestic abuse and sexual violence

Mental Health & Disability

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

Child Sexual Exploitation & Abuse

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

Vulnerable People

- Use the internal Hate Crime review findings to ensure victims get the most appropriate service and are satisfied with the response they receive
- Encourage victims of hate crime to report incidents so that they can receive appropriate support
- Work with partners including Get Safe Online and the Older People's Commissioner to protect people from the growing issue of scams and fraudulent behaviour

PRIORITY 4

WE WILL MAKE SURE THAT THE LOCAL CRIMINAL JUSTICE SYSTEM WORKS EFFECTIVELY AND EFFICIENTLY, MEETING THE NEEDS OF VICTIMS AND CHALLENGING OFFENDERS

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

How we will do it:

Victims

- Reform and develop victim support services focusing multi-agency support on those in most need
- Improve outcomes for victims and ensure their voice is heard through increased use of restorative approaches

Offenders

- Increase the number of offenders diverted from crime and the Criminal Justice System through initiatives such as the Women's Pathfinder and 18-25 programmes
- Develop pathways for people with Mental Health issues so they get the support they need, rather than inappropriately ending up in the Criminal Justice System
- Develop and expand opportunities to intervene early to reduce offending and improve life opportunities for the 18-25 age group
- Implement the WISDOM model to improve our response to the needs and management of our most dangerous offenders, ensuring victim safety is at the heart of our response
- Implement the findings of the national trial of the Safe Lives "DRIVE" project aimed at early intervention in the management of domestic violence perpetrators

Partners

- Work with the National Offender Management Service in Wales (Prisons, Probation and Contracted Services) to develop a common understanding of priorities, and a coherent end-to-end integrated offender management approach across South Wales
- Work with partners to realise the benefits of the Transforming Summary Justice programme
- Refresh and deliver a jointly-commissioned substance misuse service focussed on preventing reoffending
- Develop a partnership approach to support for people placing most demand on local services
- Develop a better understanding of the impacts of the changing diversity within our communities, with particular focus on the growing foreign national communities within South Wales



PRIORITY 5

WE WILL MAKE OUR CONTRIBUTION TO THE STRATEGIC POLICING REQUIREMENT AND SUCCESSFULLY POLICE MAJOR EVENTS

South Wales Police is a key strategic force in the support of major events outside and inside its boundaries, making a significant contribution to policing the 2011 London riots, the 2012 Olympics, the 2014 NATO Summit and the 2017 UEFA Champions League Final.

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

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

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

How we will do it:

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



PRIORITY 6

WE WILL SPEND YOUR MONEY WISELY TO PROTECT 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.

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

How we will do it:

People

- Develop a people strategy that puts the right people in the right place
- Protect the necessary number of police officers as far as we can whilst making savings
- Seek a sustainable model for policing in South Wales taking account of pressures
- Promote the recruitment, retention and progression of women and BME people within our force
- Recruit and train more Special Constables and Police Volunteers
- Continually improve training and development of officers and staff to enable them to deliver the ambitions of the Police & Crime Reduction Plan

Estates

- Spend less on buildings whilst we ensure that we have a fit for purpose estate
- Collaborate with others building on the success of the Joint Fleet Workshop with Bridgend County Borough Council
- Promote the introduction of a joint Public Service Centre with Fire and Health
- Collaborate on procurement and back office costs with other forces and public sector partners

Equipment

- Make more effective use of technology via Programme Fusion particularly through mobile data, iR3 and body worn cameras



OUTCOMES

PRIORITY	1	2	3	4	5	6
We will reduce the level of crime, disorder and anti-social behaviour	✓	✓	✓	✓		
We will enable our communities to be safe, confident and resilient	✓	✓	✓	✓	✓	✓
We will better meet the needs of vulnerable people, increasing their confidence to report and reducing repeat offences	✓	✓	✓	✓		✓
We will improve how effectively our resources are used	✓	✓	✓	✓	✓	✓
We will ensure that South Wales Police is more representative of the communities it serves	✓	✓	✓			✓
We will strengthen our partnership work, applying the principles of co-operation to our work locally and through the Criminal Justice System	✓		✓	✓		✓

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Our ability to deliver these outcomes relies on effective partnership work and a clear alignment of priorities. Over the last year Public Service Boards have been established under the Future Generations Act as a mechanism to drive partnership working. The Chief Constable and I have seized the opportunity to become full members and have been actively involved in the six public service boards across South Wales. To assist in the development

of well-being plans, we are undertaking a refresh of the crime and disorder baseline audit which will feed into the well-being assessment of each Public Service Board. We will also continue to promote joint working with Criminal Justice bodies through the South Wales Criminal Justice and Integrated Offender Management Board, and through all-Wales collaborative working.



WELL-BEING GOALS

We have welcomed the recognition from Ministers and the Future Generations Commissioner that our approach, and the opportunity to drive activity through local community safety partnerships, fits perfectly with the aims of the Future Generations Act to create safe, confident and resilient communities. The links between our priorities and the Future Generation well-being goals are outlined below:

POLICE AND CRIME REDUCTION PLAN PRIORITIES	FUTURE GENERATIONS WELL-BEING GOALS						
	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language	A Globally Responsible Wales
We will reduce and prevent crime and anti-social behaviour to keep people safe and confident in their homes and communities	✓	✓	✓	✓	✓		✓
We will improve the way in which we connect with, involve and inform our communities	✓	✓	✓	✓	✓	✓	
We will work to protect the most vulnerable in our communities	✓	✓	✓	✓	✓		
We will make sure that the local Criminal Justice System works effectively and efficiently, meeting the needs of victims and challenging offenders	✓	✓	✓	✓	✓		✓
We will make our contribution to the Strategic Policing Requirement and successfully police major events	✓				✓	✓	✓
We will spend your money wisely to protect policing in your community	✓	✓		✓	✓		✓

ENABLING DELIVERY

The Chief Constable is responsible for putting the operational elements of the Police & Crime Reduction Plan into action. The policing priorities will be delivered under the operational headings below. Further details of this are available in the full Police & Crime Reduction Plan at southwalescommissioner.wales



Our Public

Our communities will be confident that South Wales Police is listening and responding to their needs.



Our Policing

We will continue to develop our operational approaches to keeping communities safe from current and emerging threats.



Our Resources

We will focus on how we can deliver our services at lower cost and meet the evolving needs of communities, making the best use of all our non-staff resources, including technology.



Our People

We will focus on ensuring we have the right people, with the right skills and capabilities to meet the needs of our communities.



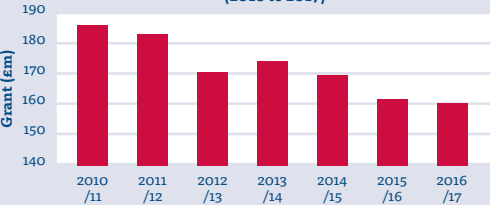
Our Partners

We will work with partners in line with our vision, particularly where we have a clear common purpose.

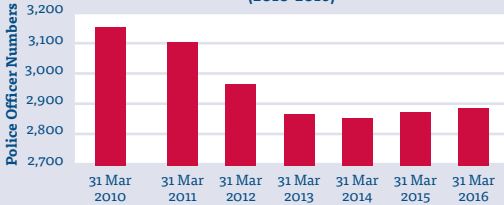
The Financial Challenge

The combined impacts of grant cuts and inflation have resulted in a savings target of £58m between 2010/11 and 2019/20.

Reduction in Central Government Funding for South Wales (2010 to 2017)



Police Officer Numbers in South Wales (2010-2016)



POLICE FORCE	2016/17 BAND D COUNCIL TAX
North Wales	£240.12
Gwent	£220.06
South Wales	£207.85
Dyfed Powys	£200.07

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

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

24 HOURS IN SOUTH WALES POLICE

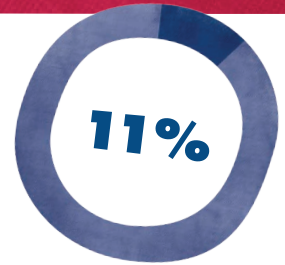
EACH DAY SOUTH WALES POLICE DEALS WITH AROUND...



PUBLIC SERVICE CENTRE CALLS



SEXUAL
OFFENCES



OF DEMAND WAS
CRIME RELATED



MISSING PERSONS



PEOPLE THROUGH
CUSTODY



ASSAULTS



REPORTS OF
ANTI-SOCIAL
BEHAVIOUR



DOMESTIC RELATED
INCIDENTS



PUBLIC SAFETY
WELFARE CALLS

AND THE ON-GOING MANAGEMENT OF AROUND...

1,789

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

1,591

CHILDREN
SUPPORTED ON THE
CHILD PROTECTION
REGISTER

11,311

REPEAT VICTIMS OF
DOMESTIC ABUSE
ENGAGED WITH

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 (HMIC) regularly undertakes inspections to ensure the police deliver the service expected of them. This process has highlighted the following areas for improvement:

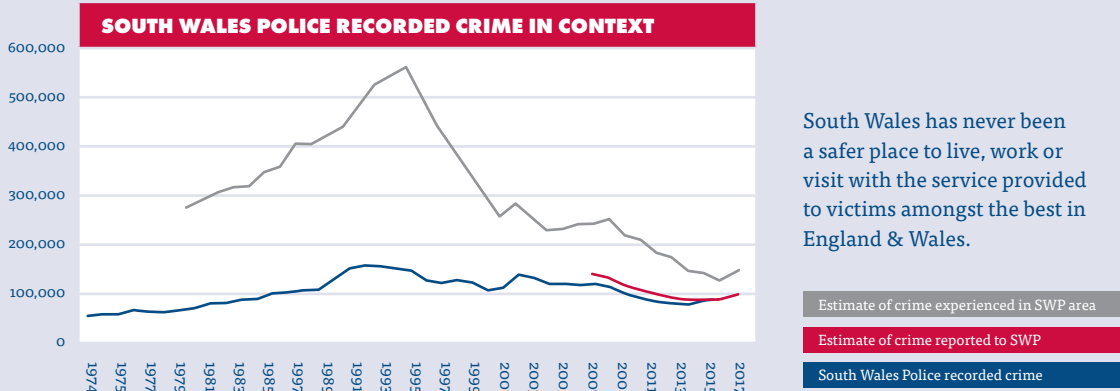
EFFECTIVENESS	EFFICIENCY	LEGITIMACY
Domestic Abuse	Further Collaborative opportunities with partners	Code of Ethics
Cyber incidents		Vetting of staff
Organisational learning		

CHILD SEXUAL EXPLOITATION & ABUSE, MENTAL HEALTH, VALUE FOR MONEY, INFORMATION MANAGEMENT & DEMAND

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:



WHAT OUR PARTNERS ARE TELLING US...

Effective early intervention and prompt, positive action to reduce crime means working in partnership with other public sector bodies. There are clear areas of overlap and shared outcomes. Understanding the core focus of partners ensures these are reflected through our own priorities, making us all more effective and efficient in achieving our goals.

OUR PARTNERS' BIGGEST CONCERNS ARE:

SUBSTANCE MISUSE		SUPPORTING YOUNG PEOPLE		PROTECTING VULNERABLE PEOPLE	
DOMESTIC ABUSE	MENTAL HEALTH	ANTI-SOCIAL BEHAVIOUR		REDUCE RE-OFFENDING	
TERRORISM		VIOLENT CRIME		CHILD SEXUAL EXPLOITATION	
ROAD SAFETY	ACQUISITIVE CRIME			PUBLIC PERCEPTION	

WHAT THE PUBLIC ARE TELLING US...

Understanding and responding to the needs of our communities is a key focus for South Wales Police. We regularly ask for their input to help us focus on what matters. Here's just a few of the things they are telling us:

PUBLIC AGREEMENT WITH EXISTING PRIORITIES



HOLDING THE POLICE TO ACCOUNT

Police and Crime Commissioners were introduced by the 2011 Police Reform Act, significantly changing the governance of policing and the relationship with partner agencies.

The overall responsibility of the Commissioner is to maintain an effective and efficient police service. That means reducing offending and working together on agreed priorities as well as holding the Chief Constable to account. For the Commissioner and the Chief Constable this involves providing dynamic leadership that goes beyond policing to engage with the public sector generally across South Wales. This all comes together in the Commissioner's Strategic Board.

The South Wales Police and Crime Panel holds the Commissioner to account for delivery of the priorities within this plan.

Rt Hon Alun Michael

South Wales Police and Crime Commissioner

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