

Everything is Connected to Everything Else



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

SOUTH WALES POLICE & CRIME PLAN 2023-27

EXECUTIVE SUMMARY



Achieving More Together for a Safer South Wales

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. Working with communities and partners is fundamental to giving our 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 has been and continues to be enormous. Since 2010 money from UK Government through Police Grant has been cut by well over 32% (real terms), yet still, we've delivered almost £0.85 billion of social and economic benefit to South Wales.

We focus on innovation, early intervention and prompt positive action, working with partners for action on mental health demand and substance misuse.

Despite financial challenges, we have not withdrawn from our local communities. Neither have we stopped tackling low-level offending or missed opportunities for prevention. Neighbourhood policing is crucial in tackling anti-social behaviour and crime which is why we have continued to invest. In sharp contrast to other areas, with the support of Welsh Government, we have increased PCSO numbers and strengthened the focus of their role to engage with communities, solve problems locally and empower communities to be resilient, safe, and confident.

As part of the Home Office Police Uplift Programme, we have recruited 870 new officers since 2019 – 92% more than the targeted increase of 452. This is a huge achievement and it has allowed us to bring in new officers from different backgrounds and cultures, which will bring fresh ideas and perspectives to the force.

We are dealing with the impact of Adverse Childhood Experiences (ACEs). We are protecting victims of domestic violence and abuse by challenging perpetrators and reducing reoffending. We are working with probation and improving the way we manage offenders. We aim to involve everyone and maintain high levels of victim satisfaction. We have strengthened 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 always 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 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 Service Boards and Community Safety Partnerships 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 to hold the Chief Constable to account for the delivery of efficient and effective policing and to promote partnership working.

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 them 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)
- Ensure our investments are proportionate and have the maximum impact
- Contribute to national and international policing
- Bring together community safety and criminal justice partners to reduce harm and 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 Community Safety Partnerships while working with everyone on the development and delivery of sustainable public services that make our communities safer and improve our well-being. In doing so, we will work to tackle racism, promote race equality and prevent violence against women, domestic violence & abuse and sexual violence.

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.



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.



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.



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.



Prevention

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

Policing our Neighbourhoods

Everyone is a leader and we will develop the professional role of our PCSOs to reflect that.

We are reinforcing the Police Community Support Officer role as communicator (above all, listening to the concerns of the local community), **problem solver** (with the local community) and **enabler** to empower local communities.

Leadership is the responsibility of everyone. We value and have developed 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 and protecting the safety of the public with protecting civil liberties.

Findings from an independent study by the National Physical Laboratory confirmed the way that South Wales Police uses the technology is legitimate and does not discriminate on the grounds of gender, age or race.



"Everything is Connected"

Rt Hon Alun

Improving Governance and 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 services on behalf of the public. The board includes 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 the use of facial recognition technology.

In February 2020, the Government changed the complaints system so that police forces operate under a significantly different legal framework. The reforms aimed to deliver a more proportionate approach in handling complaints with the emphasis on learning. The commissioner's team is the Review Body for certain complaints made about the police and it scrutinises the police complaints system to ensure that the Chief Constable has an effective and efficient system in place.

The Commissioner has established Out of Court Disposal Scrutiny Panels - where partners from across the criminal justice system come together to independently assess, scrutinise and quality control the use of out of court disposals for adults and young people (such as cautions, community resolutions and youth restorative disposals). This panel ensures appropriate scrutiny and assists effective leadership.

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.

We take a public health approach to preventing violence, which involves seeking to understand the epidemiology of violence, and using this evidence to develop interventions focused on tackling the root causes of violence. Through this approach the team aims to develop a whole system response to the prevention of violence.



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n Michael

Tackling Violence Against Women and 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. We have taken action to better protect victims and increase perpetrator accountability. Voices of victims and survivors are critical in informing the development of a long-term whole systems response.

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

- The Welsh Women's Aid 'Change that Lasts' programme, strengthening responses for victims with local disclosure points, community ambassadors, trusted professionals and additional specialist support
- Delivering the expanded 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 the 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 services to help victims of crime to 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, using Ministry of Justice funding, has allocated over £4.5 million over the past 3 years to help victims on their recovery journey.

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



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.

The UK Government invested £1 million in the Swansea Bay area to reduce drug crime, in a programme of work led by the Commissioner.

The money was invested into piloting Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) – a new intensive approach to tackling drug misuse, combining targeted and tougher, disruptive policing coupled with enhanced treatment and recovery services. The project brings together partners in the local area including the police, councils and local health board.

This supplements existing work to divert people who use drugs away from offending through programmes such as drug testing on arrest and the use of Out of Court Disposals.

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 (PYVs) 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.

We have forged an exciting and innovative partnership with the Council for Wales of Voluntary Services (CWVYS), who will work jointly with Boys’ & Girls’ Clubs of Wales, Cardiff Met University and University of Wales Trinity St. David (UWTSD) to professionalise the Police Youth Volunteer Scheme and increase opportunities for PYVs.

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.

Our South Wales Police Volunteers played a significant role in reopening courts after Covid and enabling victims to give evidence remotely.



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 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

- 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)
- Created dedicated Community Safety Managers to work with neighbourhood policing teams in each local authority area and social housing, to lead action on anti-social behaviour
- 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 develop personally through the Duke of Edinburgh's Award
- Recruiting more special constables from within all our communities
- Developing the Wales Police School Programme to meet local needs and support prevention
- Supporting youth offending teams to prevent and reduce offending, re-offending and anti-social behaviour amongst children and young people
- Using Home Office 'Teachable Moments' funding to help children and young people
- Build on our Children's Rights Charter, by increasing opportunities for children and young people to have a voice in policing
- Working through the South Wales Police Youth Trust to support young people to lead safe, healthy, fulfilling lives
- Promote the Anti-Social Behaviour Case Review as an important safety net for victims of persistent anti-social behaviour 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
- Launching South Wales Listens—a digital community messaging platform to improve community engagement and local problem solving.
- Providing stability through new senior police staff posts to work with each local authority in strengthening community safety and problem solving
- 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
- Increasing the effectiveness of Community Safety Partnerships using the data from our Surveillance System and analysis of local anti-social behaviour to develop detailed community profiles to guide preventative action

Tackling all Forms of Violence

- Supporting young people in South Wales by commissioning primary, secondary and tertiary interventions to respond to serious youth violence
- Follow the Serious Violence Interventions Pathway with local authority partners
- 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, 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, the third sector and education 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
- Using the Serious Youth Violence Prevention Strategy developed by the Violence Prevention Unit; designed to empower individuals, communities and organisations to take a public health approach to violence prevention
- Providing a Welsh language response and promoting the use of the language
- Strengthen local Community Safety Partnerships and support the work of the Safer Communities Network in order to meet local needs everywhere

Enabling

- Promoting digital engagement to make the police more accessible through official 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
- Using the Strategic Needs Assessment designed by the Violence Prevention Unit to support partners to undertake community responses to address the needs of the area based on data



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 & 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
- Making the best use of IRIS (Identification and Referral to Improve Safety) in every part of South Wales.
- Developing and testing interventions that focus on perpetrators through the provision of “support or disrupt” interventions
- Promote our 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
- Working with the Mental Health Foundation to understand how our services impacts on the mental health and wellbeing of the communities we serve. Our aim is to ensure that mental wellbeing is embedded into the way the police operate and build wellbeing and resilience for staff and the local community
- Work with partners to develop effective multi agency forums to address the demand for services by those in crisis
- Promoting early intervention and prevention 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 including Media Academy Cymru 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 the most efficient, the most effective and the fairest it can be.

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 the increased use of restorative approaches
- Ensuring compliance with the Code of Practice for Victims of Crime 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 Early Intervention Service 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

- Helping criminal justice organisations to work through the Local Criminal Justice Board, supporting joint working and improving the efficiency and effectiveness of the local criminal justice system
- Working with the Prison and Probation Services and through Criminal Justice in Wales to develop a coherent and integrated 'end to end' offender management approach across South Wales
- Working with partners to promote trauma-informed practice 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 tackle racism and racial disparity across Wales
- Supporting the priorities of the Criminal Justice in Wales Board to improve the outcomes and experiences for those who encounter the Criminal Justice System



Priority 5

We will ensure that South Wales continues to be innovative, as 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 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
- Violence Against Women, Domestic Violence and Abuse and Sexual Violence
- Racial Disparity
- 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 all forms of abuse
- Ensuring that Serious and Organised Crime Boards respond to local issues
- Working with partners, particularly youth justice partners and the Prison & Probation Service in Wales to develop more effective offender management approaches to organised crime
- Facilitating the Serious Violence Prevention Champions Network to support the implementation of a public health approach to violence prevention
- We will continue to work closely with the business community to prevent retail crime and violence against shopworkers

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, playing our part to protect the environment and support our people to provide the best possible policing in your community.

The Police Grant from central government has been cut by over 35% in recent years. 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 £0.85 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.

As an ethical and values-driven team, we will actively contribute to the protection of the environment for the wellbeing and future of Wales. We will also ensure social values are fully reflected in the procurement of all our good and services.

How we are doing it:

People

- Promoting 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, and recognising that people 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 ethnic minority 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

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

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

Social Values and Environmental Sustainability

- Ensuring all our contractors remunerate their staff fairly
- Having a zero tolerance to modern slavery and all other forms of discrimination in our supply chains
- Developing an environmental sustainability plan, consistent with Welsh Government's commitment to achieve net zero emissions by 2050
- Ensuring our estates, fleet and procurement functions pro-actively work to a common goal of achieving ambitious environmental and decarbonisation targets

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.



Organisational

Innovative & Productive

We will seek out opportunities to make the best use of our resources, embedding problem solving and deliver change that benefits our communities and our organisation.

Evidence Based

We will use accurate and accessible information to inform how we prioritise and make decisions.

Digital Inclusivity

We will develop our digital response to provide a quality service to our communities that complements traditional channels.



People

Health, Safety & Wellbeing

We will all take personal responsibility in creating a safer workplace and support initiatives that improve our wellbeing.

Equality, Diversity & Inclusion

We will treat our colleagues and our communities with dignity and respect, eliminate inappropriate behaviours and improve representation of our workforce.

Supportive Leadership & Supervision

We will be clear about our responsibilities as supervisors and leaders, be equipped with the right skills, supporting and developing our teams with confidence.



Operational

Prevent Harm from Serious & Organised Crime

We will be proactive in targeting perpetrators of serious and organised crime that cause harm to our communities and exploit those most at risk.

Protect Against Exploitation

We will work with partners to protect those who are less able to protect themselves, or others, from harm or exploitation.

Focus on Victims

We will adapt our services to meet the individual needs of victims, we will keep them informed and supported.



Partnerships

Early Intervention & Prevention

We will work with partners to identify and help those at risk, through early intervention and prevention.

Community Problem Solving

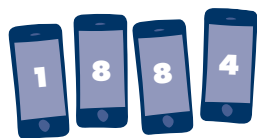
We will engage with our communities and our partners to develop sustainable solutions to shared problems.

Criminal Justice, Offender Management & Diversion

We will carry out high quality investigations to seek justice for victims, and work with criminal justice partners to reduce offending.

Every day, South Wales Police deals with around...

Data relates to 12 months ending April 2023



Public Service Centre Calls

20

Missing Persons

86

Domestic Related Incidents



Public Safety Welfare Calls



Assaults



62

Reports Of Anti-Social Behaviour



People Through Custody

10

Sexual Offences

and the On-Going Management of Around...

2,252

Offenders Managed Under Mappa
(Multi-Agency Public Protection Arrangements)

2,820

Children Supported on the Child Protection Register

5,475

Repeat Victims of Domestic Abuse Engaged with

Putting a Value on Policing in South Wales

Compared to our Most Similar Group¹ of forces, there were...

Over
100,000

Fewer crimes committed in South Wales between 2011 and 2021

Approximately
10,000

Fewer incidents of Assault with Injury

£852m

Of Less Harm to Communities Across South Wales²

Over
20,000

Fewer Incidents of Criminal Damage

Approximately
5,000

Fewer Robberies

Over
20,000

Fewer Incidents of Domestic Burglary

¹Most Similar Group of forces are determined by the Home Office and is based on an analysis of demographic, social and economic characteristics relating to crime.

²Figure obtained by applying the Home Office figures on the Cost of Crime.

Financial Challenge

The combined impacts of grant cuts and inflation made it necessary to find reduced spending of £62m between 2010/11 and 2022/23.

South Wales Police has faced massive challenges over recent years:

- Over 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
- We receive no recognition of the added demand for policing a Capital city

Despite these challenges:

WE ARE EFFECTIVE –

delivering almost £0.85 billion of social and economic benefit across our communities since 2011

WE ARE INNOVATIVE –

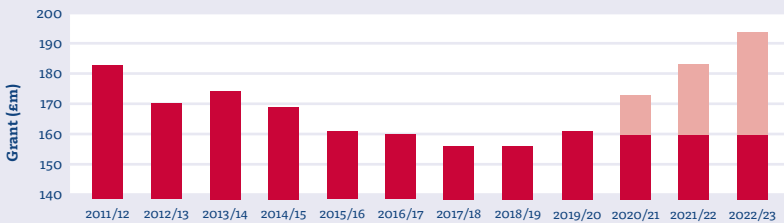
leading nationally on the use of technology to tackle crime

WE ARE EFFICIENT –

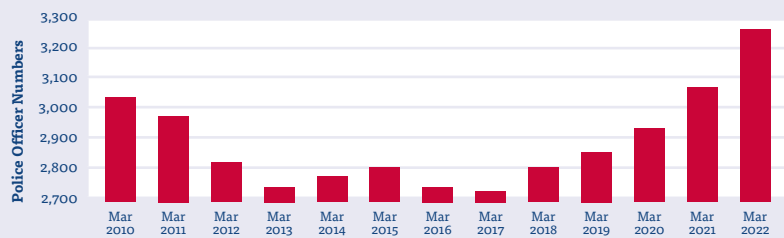
delivering £51m of transformative savings

Reduction in Central Government Funding for South Wales in Millions (2011 to 2023)

■ Core Grant ■ PUP Grant



Police Officer Numbers in South Wales (2010-2022)



Police Force	2022/ 23 Band D Council Tax
North Wales	£316.80
Gwent	£303.80
South Wales	£302.11
Dyfed Powys	£290.16

In 2022-23 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.

The HMICFRS PEEL Inspection Framework has changed since 2018/19. It now focuses on nine areas of policing. The most recent HMIC PEEL assessment for South Wales Police was carried out in 2021/2022:

OUTSTANDING	GOOD	ADEQUATE	REQUIRES IMPROVEMENT	INADEQUATE
	Investigating crime	Treatment of the public	Protecting vulnerable people	
	Preventing crime	Managing offenders		
	Responding to the public	Developing a positive workplace		
	Good use of resources			
	Tackling workforce corruption			
HMICRS Thematic: Counter-corruption and vetting - 'GOOD'				

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The strategic policing requirement, set by the Home Secretary, requires that forces must be equipped to deal with:

Violence Against Women and Girls

Child Sexual Abuse

Terrorism

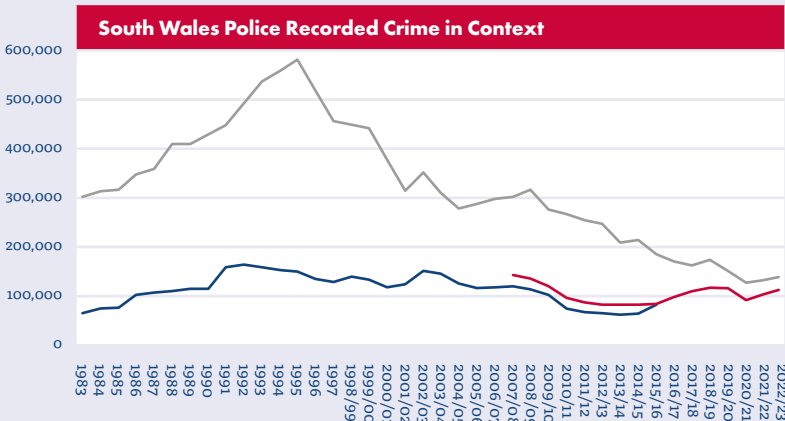
Civil Emergencies

Organised Crime

Threats to Public Order

Cyber Incidents

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:



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What the Public are Telling Us

Understanding and responding to the needs of our communities is a key focus for South Wales Police. We engage and involve communities in a number of ways and here are just a few of the things they are telling us*:

Current Top 5 community concerns across South Wales:

Speeding and Dangerous Driving	<div><div></div></div>	58%
People Using Drugs	<div><div></div></div>	47%
People Dealing Drugs	<div><div></div></div>	45%
Online Crime (Fraud and Scams)	<div><div></div></div>	40%
Vehicle Nuisance e.g. misusing vehicles off road or performing stunts and tricks	<div><div></div></div>	39%



of people would be willing to contribute more towards police funding through their council tax

// I am supportive of an increase in the SWP budget provided it supports neighbourhood policing – reinstates visible foot patrols to ensure the communities feel safe. //

Improving Public Confidence

High profile cases in the UK and across the world have cast a dark shadow over policing and public confidence has been significantly undermined. There are service-wide issues which need addressing. Improving trust and public confidence is a priority for us in South Wales.

Standards and Culture

We must ensure the right people are serving our communities and representing South Wales Police. We must be excellent at recruiting and retaining good people, and equally robust in identifying and dismissing those who fall short of the highest standards.

I have supported the Chief Constable over a number of years to create an ethical culture which challenges unprofessional behaviour and is actively rooting out bad actors. Its effectiveness is tested by the scrutiny undertaken by the team led by my Chief Executive.

Work in this critical area has also received positive feedback from independent, external assessments. For example, how South Wales Police uses cutting edge counter-corruption technology to monitor the behaviour of officers and staff is recognised as best practice, and South Wales Police was one of only two out of 12 police forces, given a 'Good' grade following a HMIC Inspection into vetting procedures.

Tackling Racism

Racism and racial disparity in policing and the wider criminal justice system is a longstanding concern.

The tragic death of Stephen Lawrence in the 1990s led to the publication of the MacPherson Report in 1999, demonstrating that significant change was necessary.

The need for change was grasped by police and crime commissioners, chief constables and leaders in the wider criminal justice system in Wales, who made joint commitment to promote action.

The Criminal Justice Anti-Racism Action Plan for Wales was launched in 2022 using evidence and supporting data from across the criminal justice system in Wales which found inequality and disproportionality in relation to the experiences of ethnic minority people.

My Deputy Commissioner Emma Wools played a leading role in the development of the plan which has gained national attention and interest from organisations such as the HMIC and National Police Chief's Council for its system-wide and inclusive approach.

It was co-produced and is being delivered with the individuals, groups and communities that are most effected by racial disparity and those with lived experiences of the impact of racism, and an independent Oversight and Advisory Panel made up of people from ethnic minority backgrounds has been established to hold the delivery of the action plan to account.

The action plan is aligned to the Welsh Government Action Plan for an Anti-Racist Wales, also launched in 2022, which strives for an anti-racist Wales by the year 2030. All criminal justice partners in Wales have signed up to the commitments in the plan, which aims to make criminal justice in Wales the fairest, the most efficient and the most effective it can be.

Tackling Violence Against Women & Girls

Reducing Violence against Women and Girls has been a key priority in my Police and Crime Plan since 2012.

Our joint strategy 2019 – 2024 sets out our clear determination to work with victims and survivors, along with our partners to prevent violence in all its forms.

We are reducing repeat victimisation by challenging perpetrators and offering the chance to change through our DRIVE programme, while supporting victims and survivors and their families.

Through the Home Office 'Safer Streets' initiative, we have worked alongside local councils to make our streets safer for women and girls, especially at night. We have launched successful initiatives such as the Cardiff Safety Bus and delivered vulnerability training for night time economy workers. We have also supported the national Street Safe service and worked with local councils to improve street safety by improving things like lighting and CCTV.

We are also playing a leading role in the development of the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Blueprint Programme - an improved partnership between devolved and non-devolved services to tackle violence against women, domestic abuse and sexual violence in Wales which is a shared priority for Welsh Government, Policing in Wales, and partners.

Neighbourhood Policing

Policing had to make some difficult choices during this period of austerity, leading many forces to stop doing, or do less of the things they decided were not essential.

As a result, neighbourhood policing suffered and it is no coincidence that public confidence started to decrease.

This is in sharp contrast to here in South Wales, where neighbourhood policing has always been and continues to be central to the Police & Crime Plan. Both myself and the Chief Constable remain firmly rooted in the belief that effective community policing is fundamental to the police's relationship with the public and to preventing crime. We have continued to invest in neighbourhood policing and thanks to funding from the Welsh Government and also funding at a local government level, we have more PCSOs than ever serving communities across South Wales.

We have tightened the definition of a PCSO to listening, engaging and empowering communities and the Chief Constable has restructured policing at a local level to give them clear focus on engagement with local communities. Dedicated Community Safety Managers have also been created working alongside neighbourhood policing teams, local authorities and others, to ensure partnership is at the heart of local, problem-solving work.

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, the third sector and education 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



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



Spend your money wisely, playing our part to protect the environment 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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Donate and make a difference. Help support the South Wales Police Youth Trust which aims to help young people and offer them opportunities for positive change

This document is also
available in Welsh