

South Wales Police • South Wales Police Authority



Your Police • Our Plan 2007-2008

Our Vision:

“The police services of Wales will work with our communities and partners to create a better, safer Wales treating everyone with courtesy and respect”



Best Value Policing and Performance Plan 2007-2008

CONTENTS

Topic	Page Number
Welcome	2
Our Leaders	3
About Us: Your Police	4
Our Performance for 2006-07	7
Our Priorities for 2007-08	11
Taking This Forward	19
What Will Success Look Like	21
Performance Reporting and Review	23
Contacting Us	25

Appendix A

Appendix B

Appendix C

Appendix D

- Additional information including:
- Chief Officer roles and responsibilities,
 - Finance,
 - Equality and Diversity Scheme, and
 - The Force’s Development Plan (Seren).

Welcome

Chief Constable and Chair of the Police Authority

South Wales Police and the Authority continue with the commitment of creating an environment where the communities of South Wales are safe and secure and that there is full confidence in the police service. The Authority Members, represent you, the communities of South Wales, and will work alongside you in partnership with other organisations to ensure that your concerns are highlighted and dealt with.

Our Vision

“The police services of Wales will work with our communities and partners to create a better, safer Wales treating everyone with courtesy and respect”

Our Objectives

Our objectives for 2007-2008 draw on those that we have set in previous years, and focus on reducing crime, anti-social behaviour and improving public reassurance issues the public have identified to us as their prime concerns. We will achieve this by:

- Building safer communities,
- Providing customer-focused policing,
- Working in partnership,
- Building a professional and efficient workforce,
- Focusing on technology and capability.

We have over the past year made a substantial financial investment in new technology to support operational policing. During 2007-2008 these new systems, together with additional numbers of Police Community Support Officers (P.C.S.O.'s), will greatly enhance our operational capability. This is a hugely exciting time for us and we are confident that you will see significant improvements in the services we provide.



Councillor Ray Thomas
Chairman of the Police Authority



Barbara Wilding CBE QPM CCMi
Chief Constable

Our Leaders

South Wales Police has a Chief Constable, a Deputy Chief Constable, three Assistant Chief Officers and 3 Directors. The Police Authority has a Chairman, a Chief Executive and Clerk, a Treasurer, a Deputy Chief Executive and 19 Members.

Responsibilities

South Wales Police is led by the Chief Officer Group, who are responsible for:

- Setting the direction for development of the Force,
- Promoting continuous improvement,
- Providing strong and visible leadership to the Force, partner agencies, and the diverse communities we serve,
- Setting annual priorities,
- Allocating the revenue and capital budget,
- Monitoring performance.

The Authority is led by the Chairman, and their responsibilities include:

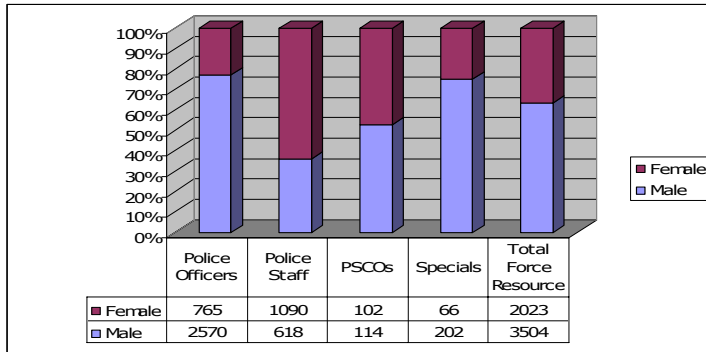
- Ensuring an efficient and effective police service,
- Securing best value and continuous improvement,
- Setting the annual budget,
- Monitoring complaints and Force performance,
- Appointing Chief Officers and holding them to account,
- Publishing an annual plan and annual report.

Pictures of the Chief Officers, Directors and Police Authority Members can be found in Appendix A, [click here](#).

ABOUT US: YOUR POLICE

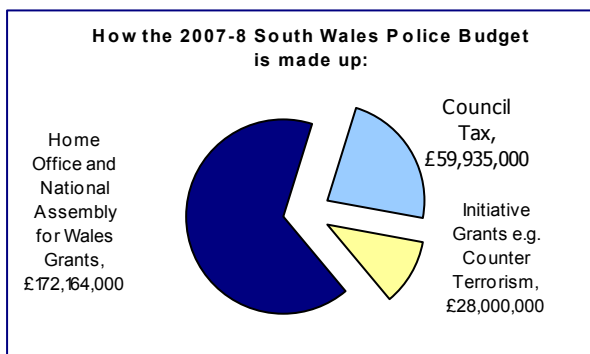
We provide a 24-hour service, 365 days a year, to ensure that we are always accessible and able to provide our communities with a dedicated service that is responsive to its needs.

We employ 3,335 Police Officers, supported by 1,708 Police Staff, 216 P.C.S.O.'s and 268 Special Constables. The graph below gives a breakdown of each category by gender:



A further breakdown of the Force's ethnicity by resource group can be found in Appendix B, [click here](#).

South Wales Police and the Authority have a commitment to develop a performance based financial strategy that links financial provision to operational performance, supported by **two budgets: revenue and capital**.



The budget for 2007/08 supports the continued implementation of the Force Change and Development Programme (SEREN – [click here](#) for further information), which will improve service delivery to our communities and professionalise our workforce. There has already been substantial investment in new technology to support operational policing, for example a Duty Management System, Niche RMS, Command and Control. These new

systems, together with additional numbers of P.C.S.O.'s will greatly enhance our operational capability and we are confident that significant improvements to both working practices and service delivery will be made. The 2007/08 Capital Budget will allow the Force to continue to make significant and structured investments in its IT infrastructure, estates portfolio and fleet of vehicles. For more information on the budgets, [click here](#).

The outlook for finance is bleak across the public sector as a whole for the next few years, but it is because of this and in order to meet expectations set out in the Spending Review and The Beecham Report, the Force will pursue opportunities to collaborate with other forces, specifically those across Wales, as well as with Local Authorities and with other partners in both the private and public sectors.

The current Force establishment for **vehicles** is 681, with each travelling an average of 18,935 miles per annum, amounting to 12,526,635 miles for the entire core fleet. These are the vehicles you see everyday across the Force and we use them to deliver our officers and staff to the many and varied incidents we respond to each year. Of these, 48% (329 vehicles) are based locally in cities, towns and villages across the Force area, 20% (129 vehicles) of the fleet are the more specialised vehicles you see patrolling the motorways, dog vans, armed response vehicles and other specialised vehicles such as the Specialist Search Support vehicle which helps convey highly specialised search trained officers and their range of specialist equipment to the scenes of crimes and incidents. On average, Force vehicles travel a combined 35,188 miles per day.

South Wales Police Authority

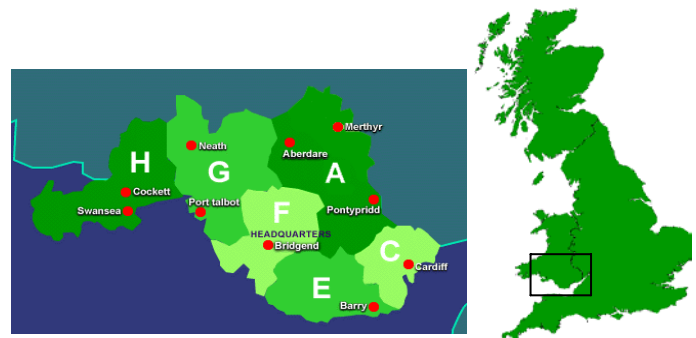


South Wales Police Authority has over a hundred **operational buildings** throughout South Wales, with approximately 12% being more than 75 years old. With an estate currently worth around £51 million, our challenge is to ensure that we are maximising its full potential. These buildings range from rooms in supermarkets, small stations servicing outlying communities, busy city centre stations with large prisoner handling centres to the new forensic science building at Bridgend which contains state of the art technology and facilities

South Wales Police

All of these resources are used to police our area which spans seven unitary authority boundaries, namely Bridgend, Cardiff, Swansea, Merthyr Tydfil, Rhondda Cynon Taf, Neath and Port Talbot, and the Vale of Glamorgan. The Force area is divided into six Basic Command Units (BCUs), which manage policing at a local level. Local Policing Summaries will be distributed again this year, and each will contain more specific information on your own BCU.

This area of 812 square miles covers a mixture of densely populated urban areas, valley communities, coastal areas and rural communities. Though only comprising 10% of the landmass of Wales, the Force area has 42% of the country's population (1.25 million), and as such we are the largest Welsh force in terms of officers and police staff numbers.



The nature of our work means we deal with the unexpected, and as a result the service we deliver can be subject to fluctuating demands. This is evidenced by our events calendar as in 2006 we again successfully policed the FA Cup final, Six Nations, local festivals etc. These attracted tens of thousands of visitors to the Force area from all parts of Great Britain and across the world. These require a professional and well planned policing presence which necessitates the Force drawing officers from across its area to manage the influx of people and vehicles. Other large events such as 'Party in the Park' in Swansea and 'The Full Ponty' at Ynysangharad Park in Pontypridd require the Force to have large numbers of highly trained officers able to move across the force to meet the diverse and wide ranging demands placed upon us.

Through setting local objectives, effectively managing demand and constantly reviewing our service delivery, we seek to ensure that every effort is made to ensure we police our communities professionally, courteously and effectively.

OUR CORE VALUES

South Wales Police and the Authority have four core values, which underpin our vision, objectives and the operation of the organisation. They guide and determine our actions, reflect our principles, and are the building blocks in our pursuit of creating a better, safer South Wales.

<p>1. Leadership: South Wales Police will continue to enhance the existing leadership skills of our staff to take the Force forward. In addition, we will use the skills to influence our partners to deliver community safety.</p>	<p>2. Communities: South Wales Police will continue to identify ways to further engage and develop even closer links with our communities to inspire communities' confidence. We will maintain visible policing and accessibility by making full use of our Extended Police Family, sustaining communities that feel and look safe and secure.</p>
<p>3. Partnership Working: South Wales Police will continue to engage with our partners to achieve better customer focused services for our communities.</p>	<p>4. Change: South Wales Police will continue to exploit all the opportunities the investment in our change programme provides to deliver an effective and efficient Force.</p>

PLANNING PROCESS

In order to achieve our vision South Wales Police and the Authority have a joint [planning process](#) [illustrated opposite] and are responsible for producing a number of key documents, including our annual and strategic plans, and our annual report. Each plan produced takes into account a range of local and national factors that may affect the organisation, whilst ensuring that elements of the National Intelligence Model (NIM) have been woven in to reflect our operational requirements. Our plans provide a link between our strategic aims and our day-to-day service delivery, considering information from a range of sources, which disseminates to each staff member through the Performance Development Review (ePDR) system (where individuals performance is assessed). The ePDR process has been re-aligned to incorporate the Integrated Competency Framework, which will enable forces to raise standards and improve the quality and consistency of performance. This provides the framework to drive the achievement of our Vision, through continuous professional development. In 2007-2008, we will continue to develop our planning process. Through our Community Safety Partnerships (CSPs) we will link with, and support, community strategies developed to ensure that we provide a focused and joined-up approach to tackling crime and disorder issues.

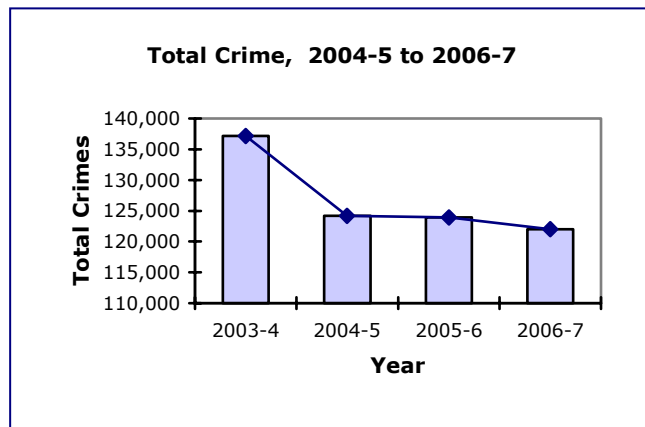


OUR PERFORMANCE FOR 2006-2007

In our Best Value Policing and Performance Plan for 2006-2007, we made a commitment to meet the national priorities set out by the Home Office, as well as local priorities identified by our communities. More detail on our performance in 2006-2007 can be seen in Appendix C. Outlined below are some of our key areas of achievement:

ACHIEVING GOVERNMENT PRIORITIES

Reduce overall crime by 15% by 2007-2008, and by more in high crime areas



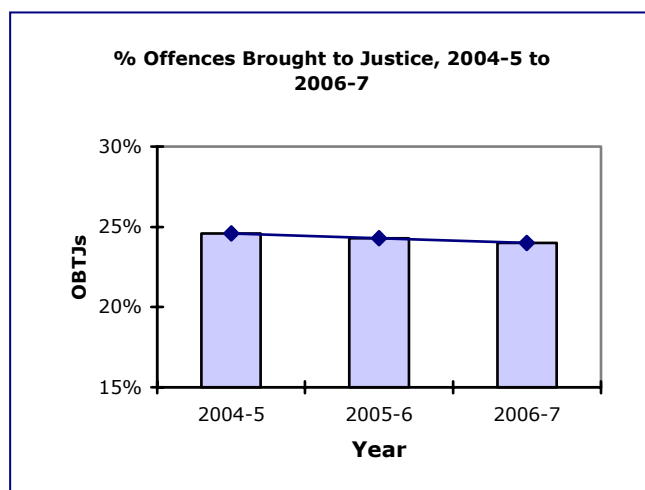
Since 2004 crime in South Wales has been reduced by over 12%. In reality this means that there were over 15,000 fewer victims of crime in 2007 when compared to 2003/4. This is a significant reduction and our focus over the next year will be on consolidating this downward movement and working with partners on specific types of crime, especially those involving violence or in which the victim is particularly vulnerable.

Our success in reducing crime has been achieved by working with our communities and partners to tackle social and economic factors which may contribute to crime, and by increasing visibility through neighbourhood policing developments. These and the continued recruitment of P.C.S.O.'s has led to greater intelligence gathering, reduced crime as well as greater public reassurance and confidence. This trend of overall reduction will be difficult to maintain, especially as our use of technology and improved use of resources may actually result in us identifying further offences. However, we are committed to the continued development of Neighbourhood Policing, developing our partnership working and improving our IT infrastructure which we believe are making a lasting difference to communities across South Wales

We also ensured that by embedding the National Intelligence Model (NIM), we were able to target;

- offences occurring in hotspot areas,
- prolific and priority offenders,
- persistent young offenders, and therefore sustain our performance for the year ahead.

Bring more offenders to justice in line with the Government's Public Service Agreements

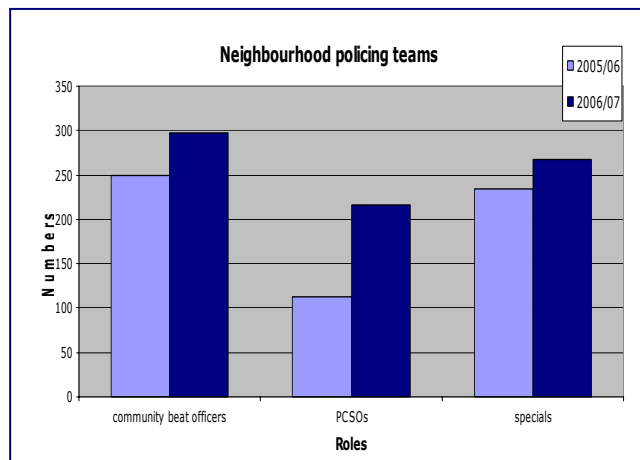


In 2006-07, we took steps to ensure that care and support is given to victims and witnesses, such as the establishment of Witness Care Units across the Force, which has also assisted us in implementing the national 'No Witness, No Justice' programme. We also utilised conditional cautioning, street bail and penalty notices for disorder (PNDs). Our Criminal Case Management Programme, which includes the Charging Initiative and Effective Trial Management Programme, is also assisting us in driving forward reform of the Criminal

Justice System, using a multi-agency approach to ensure that improved methods are used when bringing offenders to justice, to provide support and increase confidence within our communities. All of these initiatives are assisting us in bringing more offenders to justice and helping us to sustain this level of performance.

We have invested heavily in new technology and have recently introduced a new IT system called Niche RMS. It has replaced a number of old systems and is improving both our data quality and service delivery across many areas. Ultimately it will enable us for the first time to electronically exchange information with The Crown Prosecution Service (CPS), ensuring a more efficient process of evaluating evidence in criminal cases.

Provide every area in England and Wales with dedicated, visible, accessible and responsive Neighbourhood Policing Teams



In 2006-07 the Force rolled out Neighbourhood Policing teams, increasing the resources previously rolled out as illustrated in the graph opposite, we also took measures to investigate the infrastructure required in Basic Command Units (BCUs) to support neighbourhood policing.

We have received a positive response to this initiative and a significant amount of support from our partners and communities. Community engagement through Partnerships and Communities Together

(PACT) meetings, combined with additional patrols within the community both by police and community support officers, has enabled us to highlight and target quality of life issues.

Tackle serious and organised crime

We have approached tackling serious and organised crime through working in partnership with local and national agencies at all levels. Areas of particular focus have been gun-related offences and the successful disruption of organised crime groups who have attempted to gain a foothold in the area. Substantial investment has been made to identify and tackle people-trafficking gangs. Operation Hurricane focused on non indigenous individuals and secured the arrest of 7 individuals.

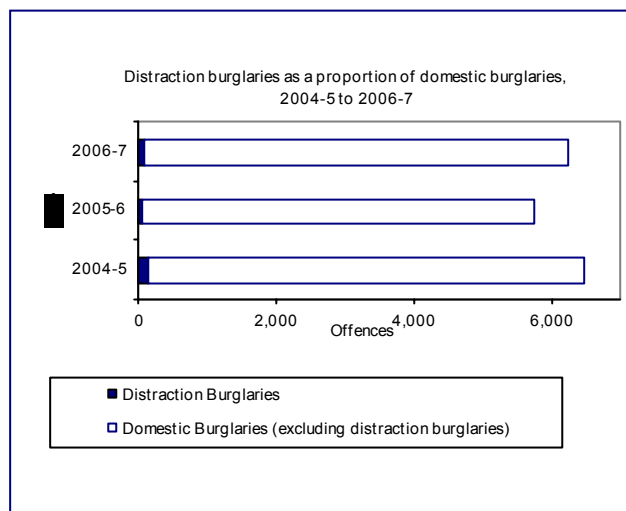
Protect the country from both terrorism and domestic extremism

We have engaged with partners to increase awareness of intelligence priorities and reinforced links with our communities, which has resulted in increased reporting of suspicious activity and intelligence. We have improved our ability to protect and prepare the public and key locations in South Wales against terrorist attack by engaging with business partners and adopting nationally recognised good practice. South Wales Police are responsible for policing activity at Cardiff International Airport and Swansea Ferryport which enable millions of people to pass in and out of the Principality each year. We are therefore at the hub of enforcement and planning activity in the region, working with partners to maintain and strengthen border security.

Tackling drug-related crime

We reinforced our proactive approach by undertaking work such as 'test purchase' operations. An example of this was an intelligence led drug operation which led to the arrest of 31 people who were connected with supplying Class A drugs (in the Bridgend area), and further arrests are expected over the coming weeks. In addition a Tarian led operation named Sofital, in the Maesteg area has resulted in 11 further arrests, following the seizure of seven kilos of cocaine with a street value of £750,000. The Force has also undertaken an eighteen month operation investigating the supply of cocaine and amphetamine into the South Wales valleys which resulted in the recovery of 16 kilos of amphetamine and 1 kilo of cocaine. 10 arrests have been made, £60,000 cash seized and enquiries are continuing in regard of money laundering. Operation Stockport was a further investigation into the supply of cocaine into South Wales from London. 8 arrests were made and 2 1/2 kilo of cocaine valued at £ 80,000 wholesale recovered. £25,000 cash was seized and money laundering enquiries are continuing.

Reducing distraction burglaries



Following the set up of the All Wales Distraction Burglary Strategy in 2003, we have invested heavily in the skills and training of our investigators, this will now be further enhanced by the investment made in a forensic management system, Socrates.

As you can see from the graph opposite the number of distraction burglaries is minimal in comparison with the number of burglaries dealt with by the Force and actual numbers are small, however, they are a priority for the Force because of the inordinate impact they have on the old and vulnerable who are often targeted in these cases.

We have continued to work with our partners to raise awareness, improve the flow of community intelligence and to ensure that a consistent methodology is employed when tackling distraction burglaries. Partnership initiatives have included "Operation Doorstop", ensuring that potential targets are provided with crime prevention advice, and in some cases, provided with physical security measures such as locks and peepholes in a bid to reduce the likelihood of repeat victimisation.

Combating anti-social behaviour and disorder

We have continued to improve how we combat Antisocial Behaviour (ASB) by constantly developing how we operate within the already successful South Wales ASB Framework. A key innovation includes a multi-agency case recording and management system for ASB. This system was developed between South Wales Police and the Welsh Assembly Government and although still in its infancy, supports effective information sharing to ensure that an intelligence-led approach is used to target ASB across the Force. The 2006 prototype allowed all partners to enter ASB referrals onto the system, providing a case management and tracking tool for offenders, victims and witnesses, enabling the system to be interrogated, searched and produce statistical information. The implementation of structured Neighbourhood Policing Teams has also enhanced the effectiveness of the South Wales ASB Framework. Still key to our effectiveness in this area are specialised multi-agency resources, working with communities to provide proportionate early intervention.

Identifying areas affected by town and city disorder

We continued to work closely with local authority departments and the licensing trade to build a strong, strategic partnership approach to manage the late night economy areas of South Wales. Our aim was and is to work together to provide a diverse night time economy with safer city and town centres, accessible and attractive to all who work, visit and live there.

Working with our partners we have implemented a number of initiatives to increase public safety, including the pedestrianisation of St. Mary Street in Cardiff, road management in busy city and town centres, and the application of "saturation" policies when new licensing applications are received. We have also continued to carry out operations such as 'Cardiff After Dark' and 'Swansea After Dark' to provide a visible police presence in our city centres at times when demands are high. Similar high visibility enforcement campaigns have been run across the force area in a bid to tackle the drunken behaviour of the small minority whose violent and yobbish behaviour blight our night time city centre environments

Reducing, detecting and preventing vehicle crime

We have continued with our proactive approach to tackling vehicle crime. Each BCU has a vehicle crime action plan which is reviewed on a regular basis, and call handling staff and crime management staff have been further trained in investigative techniques to provide the highest level of assistance in initial investigation. Scenes of crime car clinic co-ordinators proactively target individuals who have been subjected to a car crime in fast time to enable early forensic examination, and we have also engaged with community members and motorists to pass on crime prevention and road safety advice. To reduce and prevent car crimes, hot spot areas are identified and this information is used to pro-actively tackle the problem through the use of a number of operations and targeted patrols have been carried out in the South Wales area to tackle vehicle crime issues, such as Operation Casper in the Ogmore Valley area.

The Drug Intervention Programme (D.I.P)

We have continued to work in partnership with the Probation Service and statutory and voluntary sector treatment providers to implement the D.I.P initiative which is led by the Welsh Assembly Government. The Drug Intervention Programme is a targeted crime reduction intervention aimed at driving down the rates of acquisitive crime caused by Class A drug misusing offenders within the South Wales Police area. In order to facilitate this implementation, the Communities and Partnerships Department are taking the South Wales Police strategic lead for D.I.P.

Within the South Wales Police area we are also carrying out Drug Testing on Charge within Cardiff and Swansea for individuals who are charged with committing acquisitive crimes suspected to be as a result of Class A drug misuse. The individuals who provide a positive drugs test are referred to treatment agencies who have been specifically commissioned under the auspices of D.I.P. to provide dedicated treatment to reduce their drug dependency. Similar teams operate within the other Local Authority areas to provide treatment on a voluntary basis for offenders.

Technology

We have also implemented a number of IT systems in the last year which will help us sustain performance for the future. For example, as mentioned previously, we have recently introduced Niche RMS which has replaced several of our previous systems, all of which worked independently of each other and resulted in duplication and bureaucracy. We have also implemented a new command and control system which is utilised for emergency response deployment.

The 101 partnership initiative based in Cardiff is also proving very successful, and this will further enhance our ability to answer calls from the public, quickly and effectively and provide a greater ability to resolve queries as the first point of contact. This introduction of new technology is continuing apace with further investment in the next 12 months in new systems for managing our forensic submissions, a new duty management system and the development of mobile data for police officers, all of which will enable officers to do their job more effectively and most importantly spend more time tackling crime and disorder.

OUR PRIORITIES FOR 2007-2008**GOVERNMENT PRIORITIES:**

In November 2006, the Home Office updated the National Community Safety Plan 2006-2009, reviewing the strategic priorities for the police service, set out under six community safety themes.

The main Community Safety themes are:

- Making communities stronger and more effective,
- Further reducing crime and anti-social behaviour and building a culture of respect,
- Preventing extremism and countering terrorism,
- Creating safer environments,
- Protecting the public and building confidence,
- Improving people's lives so they are less likely to commit offences or re-offend, and
- Force priorities in support of the above Government priorities.

The Government's key strategic priorities for the Police Service for 2007-2008 are to:

- **Reduce overall crime by 15%, and further in high crime areas 2007/08,**
- **Enable people to feel safer in their communities,**
- **Continue to bring offences to justice**, in line with the Government target to bring 1.25 million offences to justice by 2007-2008,
- **Strengthen public protection** by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime,
- **Protect the country from both terrorism and domestic extremism.**

The action plan below details the strategic actions which will be undertaken by the Force during 2007-08, specifically looking to meet the requirements set out in the National Community Safety Plan, whilst ensuring all actions support the Force's Baseline Assessment.

	What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
<p>Reduce overall crime by 15%, and further in high crime areas 2007/08</p>	<p>Continuing with our commitment to tackle serious and organised crime, in particular immigration crime.</p>	<ul style="list-style-type: none"> ▪ Reflect structure of UK Centre for Trafficking Human Beings. ▪ Identify and manage areas where trafficking is evident e.g. sex industry. ▪ Maintain victim focus and engage with partners to identify hotspots. 	<p>Citizen Focus (Domain A)</p> <p>Reducing Crime (Domain 1)</p> <p>Investigating Crime (Domain 2)</p> <p>Promoting Safety (Domain 3)</p> <p>Providing Assistance (Domain 4)</p> <p>Resource Use (Domain B)</p> <p>Leadership and Direction</p>
	<p>Continue with our commitment to tackle serious and organised, in particular Class A Drugs.</p>	<ul style="list-style-type: none"> ▪ Reduce supply and demand. ▪ Continue to use and share intelligence all levels. ▪ Work with partners and other forces to reduce harm. ▪ Plan strategically with partner agencies and other forces to disrupt crime in the long term. ▪ Tackling drug crime from a street level through the supply chain. 	
	<p>Continue to tackle the threat of gun crime within the South Wales area.</p>	<ul style="list-style-type: none"> ▪ Participate in all Force, regional and national firearms groups. ▪ Comply with the minimum standards for dealing with low level incidents such as air weapons. ▪ Carrying out specialist operations for specific threats. 	
	<p>Use prevention techniques by identifying vulnerable members of the community who are being exploited or targeted by drug users and dealers by working with our Community Safety Partners we will ensure drug- misusing offenders get help.</p>	<ul style="list-style-type: none"> ▪ Through being active members in the Drug Interventions Programme, Recommissioning Board. Thereby ensuring that future commissioned services reflect the needs of all those using Class A drugs in our communities, and specifically those from particularly vulnerable groups such as women, those with Mental Health Issues and members of BME communities. 	
	<p>To implement points 1-8 of this package to all Domestic Violence Officers, whilst continuing to pro-actively reduce incidences of Domestic Violence in partnership with our partners, particularly with regard to repeat victimisation.</p>	<ul style="list-style-type: none"> ▪ A training plan for these modules has been submitted to the Force Training Board. • The MARAC process within BCU's continues to be a national leader, and its efficiency will be enhanced by the introduction of the new DV risk assessment incorporated within the new PPD1 Public Protection form. 	
	<p>Focusing on more serious violent crime, drug-related crime and alcohol-related crime and disorder.</p>	<ul style="list-style-type: none"> • Actively using the Drug Interventions Programme to drug test offenders whose criminal activity is motivated by Class A drug misuse and refer these individuals into treatment services, thereby reducing their offending rates. 	
	<p>Together with our partners, we will continue to develop long-term strategies to reduce volume crime.</p>	<ul style="list-style-type: none"> ▪ By increasing CCTV coverage in hotspot areas. ▪ By improving partnerships at both strategic and tactical level, both in relation to prevention and enforcement. ▪ Improving our problem solving skills. 	

	What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
	<p>To deny criminals and persons who pose a risk to the community the sanctuary of organisational and system boundaries by proactive review and management of intelligence.</p>	<ul style="list-style-type: none"> ▪ Enhance and maintain a multi agency database to hold intelligence and information on individuals. ▪ Act on the information contained within the database. ▪ By reviewing investigation and ensuring the right skills and tactics are utilised. ▪ By maximising forensic opportunities. ▪ By improving investigation skills through regular review, introduction of minimum standards of investigation and the introduction of PIP. ▪ By improving our crime management and review processes. ▪ By maintaining focus on sanction detection performance and outcomes. ▪ By improving intelligence in relation to volume crime, particularly at Level 2. ▪ Improved bail management processes. ▪ More proactive gatekeeper role for ISUs. ▪ Continue our work to develop 'problem profiles' on offenders, types of victims and hotspot locations, and use our technical resources to gather intelligence on prolific and priority offenders. ▪ Take positive steps towards detecting and preventing volume crime, particularly vehicle crime, and bring more vehicle crime offences to justice. 	<p>Citizen Focus (Domain A)</p> <p>Reducing Crime (Domain 1)</p> <p>Investigating Crime (Domain 2)</p> <p>Promoting Safety (Domain 3)</p> <p>Providing Assistance (Domain 4)</p> <p>Resource Use (Domain B)</p> <p>Leadership and Direction</p>
<p>Enable people to feel safer in their communities</p>	<p>Continuously learning from experience, refining and improving our methods of providing reassurance, being visible, accessible and responsive to our communities.</p> <p>Provide every area in England and Wales with dedicated, visible, accessible and responsive NHP team.</p> <p>Continue to develop our Quality of Service Commitment.</p>	<ul style="list-style-type: none"> ▪ By carrying out surveys on customer satisfaction. ▪ Embedding a dedicated, visible, responsive and accountable neighbourhood policing team in every area. ▪ Recruit more specials into these teams. ▪ Contribute to the national recruitment target of 16,000 P.C.S.O.'s ▪ Communicating the NQSC to all staff ▪ Training all staff to provide a professional and high quality service ▪ Have the resources and technology to make services initially accessible and able to deal with follow-up action ▪ 'Ensuing the publics voice counts' by engaging and responding to communities needs for policing services. 	

What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
Continue to develop the Force's call management infrastructure.	<ul style="list-style-type: none"> ▪ Whenever possible, resolution at the first point of contact (except in an emergency). ▪ Improving the user experience through implementation of the Victims Code, HMIC 'First Contact', and 'Beyond the Call' recommendations, National Call Handling Standards and '101' expansion of services across SWP. 	<p>Citizen Focus (Domain A)</p> <p>Reducing Crime (Domain 1)</p>
Implementation of the Single Non-Emergency Number.	<ul style="list-style-type: none"> ▪ Look at how SNEN can be expanded and marketed across all of South Wales Police area. ▪ Investigation into 101 serving as the primary call handling function for South Wales Police. ▪ Monitoring of 101 undertaking initial investigation/case screening in line with Niche procedures. 	<p>Investigating Crime (Domain 2)</p> <p>Promoting Safety (Domain 3)</p>
Implementation of the Single Non-Emergency Number – Introduction of a Neighbourhood Management Plan.	<ul style="list-style-type: none"> ▪ Introduction of a Cardiff Neighbourhood Management Plan. ▪ Introduction of a South Wales Police Neighbourhood Management Plan. 	<p>Providing Assistance (Domain 4)</p>
Continue with our citizen focus ethos.	<ul style="list-style-type: none"> ▪ Improving the experience for people who contact the police. ▪ Effective Community Engagement. ▪ Rolling out a neighbourhood policing approach across SWP. ▪ Public understanding and local accountability of policing. ▪ Organisational and cultural change to bring about increasingly responsive services where feedback from frontline staff and the public is used continuously. 	<p>Resource Use (Domain B)</p> <p>Leadership and Direction</p>
To provide a diverse night time economy with safer city and town centres, accessible and attractive to all who work, visit and live there.	<ul style="list-style-type: none"> ▪ Continue to develop our partnerships to effectively manage the night time Economy within our towns and City's 	
Reduce the public perception of anti-social behaviour.	<ul style="list-style-type: none"> ▪ Continue being intelligence led being in the right place at the right time. 	
Working with our partners to ensure that a multi-agency approach is taken to tackling overall crime, targeting late-night economy issues, and working with Substance Misuse Action Teams through	<ul style="list-style-type: none"> ▪ Undertaking more intensive action for those selling alcohol to children and drugs by conducting and publishing 'test purchase' exercise. ▪ Look at how to reduce and stop young people drinking in public spaces. 	

	What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
	the Drug Intervention Programme to challenge the causes.		
	Engaging vulnerable communities.	<ul style="list-style-type: none"> ▪ Use prevention techniques by identifying vulnerable members of the community who are being exploited or targeted by drug users and dealers. 	Citizen Focus (Domain A)
Continue to bring offences to justice	Implementing strategies to increase the number of crimes that we detect, and by working with our criminal justice partners, through the Local Criminal Justice Board, to ensure that as many of these as possible results in a conviction at court.	<ul style="list-style-type: none"> ▪ By extending the Conditional Cautions scheme currently operating in Swansea and Neath to the rest of the Force. ▪ By making use of pre-court sanction detection disposals. ▪ Working with Her Majesty's Court Service (HMCS) and other agencies to pilot 'community justice' principles in Merthyr. ▪ Continuing to work to streamline criminal justice processes, including linking our IT systems to those of our partners (Niche interface). ▪ Building on the establishment of Witness Care Units in 2005/6 and the implementation of the Victims Code of Practice in 2006/7 by reviewing our processes to ensure that we comply with the standards set out in the new Witness Charter. ▪ 	Reducing Crime (Domain 1) Investigating Crime (Domain 2) Promoting Safety (Domain 3) Providing Assistance (Domain 4)
	Improving our investigative capability by the introduction of PIP, adherence to minimum standards for crime investigation, and greater scrutiny and accountability in relation to crime management processes.	<ul style="list-style-type: none"> ▪ Implementation of PIP At Levels 1, 2 and 3. ▪ Linking crime management to promotion and competency related payments. ▪ Adherence to minimum standards outlined in Niche SoPs ▪ Quarterly review of crime management processes. 	Resource Use (Domain B) Leadership and Direction
	Undertake quality investigations to detect crime and bring offenders to justice quickly thereby increasing public confidence.	<ul style="list-style-type: none"> ▪ By undertaking regular review of investigations, linking to promotion and competence and establishing effective policies and procedures. 	
	To work within the South Wales Multi Agency Public Protection Arrangements with other law enforcement agencies, statutory partners and voluntary agencies to provide professional investigations and maximise public protection by identifying, managing and minimising risks within the community.	<ul style="list-style-type: none"> ▪ Continue to identify individuals who pose a risk of harm to the community. ▪ Continue working with partner agencies. 	
	Continue with the commitment of making	<ul style="list-style-type: none"> ▪ By working with partners to reduce crime, increase detection and 	

	What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
Strengthen public protection	South Wales police an intelligence-led Force.	minimise harm to communities. <ul style="list-style-type: none"> ▪ Reviewing intelligence process, standards and systems. ▪ Development and refinement of NIM within SWP and partner agencies. ▪ Implementing robust support to regional structures. ▪ Compliance with asset recovery legislation. 	Citizen Focus (Domain A) Reducing Crime (Domain 1)
	Implementing the advisory and mandatory doctrines from the NPIA.	<ul style="list-style-type: none"> ▪ Introduce Professionalising the Investigative Process (PIP) level 3 ▪ Implement the doctrines: <ul style="list-style-type: none"> ▪ Missing persons, ▪ Child abuse, ▪ Domestic violence, ▪ Sexual offences, ▪ Serious crime analysis section, ▪ Firearms, ▪ Safer detention, ▪ Policing motorways, ▪ Stop search. 	Investigating Crime (Domain 2) Promoting Safety (Domain 3) Providing Assistance (Domain 4)
	Raise awareness with relevant partners to the effects of domestic violence etc.	<ul style="list-style-type: none"> ▪ Develop a care strategy for frontline staff. ▪ Deliver the relevant modules of the NCPE training package 'Responses to Domestic Violence'. 	Resource Use (Domain B)
Protect the country from both terrorism and domestic extremism	To prevent acts of terrorism, reduce the climate of fear of terrorism and promote good community relationships.	<ul style="list-style-type: none"> ▪ Reduce opportunities for terrorism. ▪ Gather intelligence from South Wales communities. ▪ Continue to engage with other institutions. 	Leadership and Direction
	Continue the development of collaborative working between the Welsh forces on a number of key projects.	<ul style="list-style-type: none"> ▪ By implementing a joint ANPR system and DMS. ▪ By implementing the recommendations arising from the Chairs and Chiefs meetings re the future of policing in Wales. 	
	Continue to effectively engage with our partners to optimise the sharing of information, including the Regional Intelligence Group and the Firearms Review Group.	<ul style="list-style-type: none"> ▪ Continuing to explore opportunities to collaborate with neighbouring forces and partner agencies to improve our capacity and capability. ▪ Continual development of Senior Investigative Officers' collaboration with neighbouring forces Development of key roles such as interview advisor, family liaison officer coordinator. ▪ Enhancement of capacity to take on key roles such as disclosure officer. 	
Force actions in support of the above	Implement the Force's change and development programme (Seren).	<ul style="list-style-type: none"> ▪ The following projects will be implemented this year: <ul style="list-style-type: none"> ▪ IMPACT programme, ▪ Local Accountability Panels, ▪ Job Evaluation, 	

	What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
Government priorities		<ul style="list-style-type: none"> ▪ Career Pathways, ▪ Quality of Service Commitment, ▪ PIP (Professionalising The Investigative Process), ▪ A range of IT suites including the Duty Management System. 	
	Develop the Force's planning regime.	<ul style="list-style-type: none"> ▪ By working closer with the crime reduction partnerships to manage local priorities. ▪ By implementing local business plans, which include information on what needs to be done, how, impacts on finance and performance measures for expected outcomes. ▪ By re introducing departmental compstats which will see then being quizzed on performance. 	Citizen Focus (Domain A) Reducing Crime (Domain 1) Investigating Crime (Domain 2)
	Develop the use of the Policing Bureaucracy Gateway forum.	<ul style="list-style-type: none"> ▪ By enhancing existing processes to ensure that reductions in Bureaucracy relating to good practice are identified. 	Investigating Crime (Domain 2)
	Create a structured specialised career route for all officers and staff, and ensure we can attract and maintain the people we need, and provide equal pay for equal roles.	<ul style="list-style-type: none"> ▪ By implementing the Career pathways and job evaluation projects. ▪ By implementing PIP. 	Promoting Safety (Domain 3) Providing Assistance (Domain 4)
	Provide a co-ordinated approach to the development of all new staff inducted into the organisation.	<ul style="list-style-type: none"> ▪ By implementing the Foundations for Development Project. This will include the development of a nationally recognised vocational foundation degree in policing, in association with Glamorgan University. 	Resource Use (Domain B)
	Ensure any changes in legislation are identified in a timely manner, and that the organisation has the ability to embrace any reform processes that may emerge.	<ul style="list-style-type: none"> ▪ Through the Force environmental scanning process. ▪ By developing a more robust process around implementation of legislation changes. 	Leadership and Direction
	Continue to improve our resource usage, maximising our efficiency and effectiveness, by identifying and implementing improvements in working practices.	<ul style="list-style-type: none"> ▪ Developing the newly implemented Tasking and Demand Management Units (TDMUs). 	
	Become an 'employer of choice'.	<ul style="list-style-type: none"> ▪ By undertaking a follow up staff survey to identify internal customers views and then to implement the action arising from this. ▪ By attaining the Investors in People standard for the Force. 	

Citizen Focus

What needs to be done	How this action will be done	Success will be assessed by the Force's baseline assessment
Implement the actions from the Information Systems (IS) Strategy Component Delivery.	<ul style="list-style-type: none"> ▪ Including: <ul style="list-style-type: none"> ▪ Undertake an annual review of strategic systems that may trigger major upgrades Development and Change Boards (D&CB), ▪ Write a business case for enterprise content management Information systems Strategy Group (ISSG), ▪ Implement a enterprise content management solution, ▪ Migrate paper-based data/ documents into strategic systems, ▪ Review and phased adoption of Corporate Data Model (CorDM), ▪ Implement IMPACT/ CRISP, ▪ Undertake a phased implementation of Unified Police Security Architecture (UPSA), ▪ Undertake a phased implementation and enhancement of Duty Management System (DMS), National Management Information System (NMIS) and Business Intelligence (BI), ▪ Consolidation of Gazetteers into single corporate solution. 	(Domain A) Reducing Crime (Domain 1) Investigating Crime (Domain 2) Promoting Safety (Domain 3) Providing Assistance (Domain 4)
Deliver the ICT Strategy Component .	<ul style="list-style-type: none"> ▪ Implementation of ICT business transformation. ▪ Review and potentially upgrade radio infrastructure. ▪ Review and implementation of phased Disaster Recovery (DR) solution. 	Resource Use (Domain B) Leadership and Direction
Implement the Local Accountability project force-wide.	<ul style="list-style-type: none"> ▪ Roll out the implementation of the Local Accountability Boards force-wide. 	
Embed business benefits into core work.	<ul style="list-style-type: none"> ▪ By looking at and streamlining processes. 	

TAKING THIS FORWARD

The successful implementation of the aforementioned action table is dependent on South Wales Police's and the Authority's ability to continue to **develop staff**, ensuring that staff are provided with the right levels of learning and development for the role that they perform, and to develop efficient supporting Human Resources structures to ensure effective workforce planning.

One of the main programmes of work currently being undertaken within the Human Resources Department is the Workforce Modernisation Programme, which seeks to address some of the issues raised in the Home Office document 'Building Communities, Beating Crime'. The overall objective is to focus the careers of officers and staff into specialist areas within South Wales Police and to provide a structured assessment and qualification framework for each route.

South Wales Police and the Authority will use its **annual costed training plan** to illustrate and support our commitment to appoint the best people for the job and the further enhancement of both the skills of the individual. Our training takes into consideration organisational needs, individual needs and mandatory training needs. Learning Development Services will continually strive to provide high quality learning and development in support of improved operational performance.

The main objectives of the Human Resources plan are:

- To provide a professional Human Resource service to South Wales Police,
- To ensure policies are developed and applied consistently,
- To develop the organisation as a good employer and employer of choice through good practice and policy implementation,
- To promote the principles of equality of opportunity,
- To value staff and treat them fairly and equitably,
- To promote a culture of continuous professional development.

Another tool which will support the action table is that of **Investors in People** (iP) as this will help South Wales Police and the Authority sustain performance through its people. The standard also provides a framework to ensure that we provide our staff with the right knowledge, skills and motivation to work efficiently.

Our appraisal process is embedded into the way we work, with performance linked to local and Force objectives. The iP process assists individuals to address their development needs, which ultimately delivers performance improvements for South Wales Police.

Business Development/Performance Management, Legal Services and the Police Authority Chief Executive's Clerk and Clerk's Department have all gained Investor in People status.

South Wales Police and the Authority are committed to ensuring that all its employees, and all members of the public it serves are treated equally, with respect, dignity and consideration, supported by the **Equality and Diversity Scheme**.

We want people to be proud of us as an organisation which provides an excellent service to a diverse community with a range of needs.

We will continue to maintain and build upon our positive approach to equality within the communities we serve and in this context; we will integrate our Race Equality Scheme.

The Disability Equality Scheme, together with our legal and moral obligations under Employment Equality (Religion or Belief) Regulations and the Employment Equality (Sexual Orientation) Regulations 2003 as well as the Equality Act 2006 (which makes discrimination against lesbians and gay men in the provision of goods and services illegal) will be woven into every aspect of our business in dealing with both our staff and public. We will ensure that equality and fairness are the cornerstones of our policing style, embedded in our local communities.

Our Equality Schemes are not only the personal commitment of our Chief Constable and the Authority, but they also identify the aims and practical ways of how we will address our statutory duties. We will maintain an environment of equal opportunity and positive race relations, and balance our policies with strong leadership.

For more information on South Wales Police's and the Authority's Equality and Diversity Scheme, [click here](#).

South Wales Police and the Authority also actively pursue every opportunity to increase resources to assist with achieving our priorities, through **funding and sponsorship**. In 2006-2007, we were successful in securing support for a range of activities, such as:

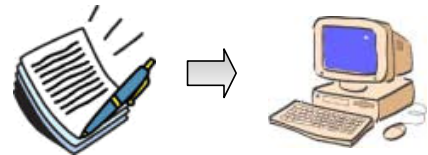
- The annual Police Awards Ceremony, to recognise the outstanding efforts made by Police Officers, Police Staff and other essential members of the extended police family, this was funded through sponsorship from a range of business partners,
- Both funding and sponsorship have been obtained to support the National Crime Prevention Quiz for year 8 and 9 pupils,
- We also received funding from the Home Office for the majority of our P.C.S.O.'s, however 18 were funded directly by the South Wales Police Authority. An additional 5 P.C.S.O.'s were funded jointly by the Home Office and partnerships, for example in the Prince Charles Hospital and Brackla Community Council.

WHAT WILL SUCCESS LOOK LIKE

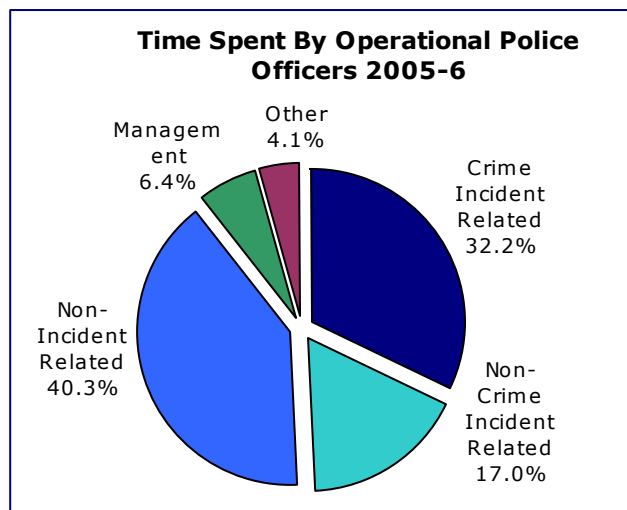
South Wales Police and the Authority have several tools for identifying what success will look like, including **Activity Based Costing (ABC)**, the **Efficiency Plan**, **Best Value Reviews** and the **Consultation Programme**.

ABC is a widely used costing system that seeks to place an accurate cost on what an organisation produces.

In policing, the ABC model has been developed to calculate the costs of policing activities – thus enabling managers to continuously improve policing services. Identifying variances in performance and costs between BCUs will assist in identifying areas of best practice and help inform future strategic resource decisions.



In order to measure the activities undertaken by the Force's police officers, each BCU and operational support department undertake a 2-week study that requires all operational officers to record their activities at 15-minute intervals according to a standard Home Office list of codes. P.C.S.O.'s are also included in the activity sample and are required to complete a 4-week study.



The fifth ABC exercise was conducted in November 2006. The data obtained will be used to calculate the cost of crime and identify areas of service delivery that could be improved.

It will also be used to help inform resourcing decisions and to act as a key driver for deciding areas that require review. This will ensure our resources are deployed correctly in order to provide a more efficient and effective policing service to our communities.

South Wales Police and the Authority will also utilise its **Efficiency Plan** to facilitate success. Since 1999, all forces in England and Wales have been required to demonstrate efficiency gains against their annual budget. In 2006-07 the Government set the South Wales Police Authority with the target of realising the 3% efficiency gain which equates to £6,684,120 however, we surpassed this by achieving £8,357,458.

In order to achieve our efficiency target for 2006-07, we are undertaking a number of corporate and local initiatives, including:

- Reducing overtime,
- Review of police staff posts,
- Reducing bureaucracy,
- Automatic number plate recognition (ANPR),
- Single non-emergency number (SNEN).



Our efficiency plan for 2007-8 is being compiled, which specifies how we intend to meet our targets for the coming year, and which indicate that gains will be realised via changes in working practices, process improvements, reducing bureaucracy and the introduction of new technology.

All cashable efficiency savings will be re-invested into new technology and resources to further improve the operational effectiveness of South Wales Police. The non-cashable efficiency gains realised through process improvements, like reducing bureaucracy and other such initiatives, will be reinvested to improve service delivery to our communities.

South Wales Police and the Authority's **Best Value Review Programme** will be utilised to ensure that success is realised and that all savings are reinvested into the appropriate areas.

South Wales Police and the Authority have agreed that its Best Value Review Programme should no longer be viewed as a stand alone process, but should be integrated into an overall performance management framework as proposed by the Home Office, Association of Police Authorities and Association of Chief Police Officers. This will allow the Authority and Force to regularly revisit its Review Programme and adjust or re-work the programme to take account of local circumstances and priorities.

Key reviews undertaken during 2006/7 included:

- CDMU/TDMU function,
- Performance Management in BCUs,
- Shift patterns,
- Forensic processes,
- Prisoner management processes,
- Investigative Support Units functions,
- NCPE baseline assessments.

The 2007-08 review programme is still under development but will include post-implementation reviews of those carried out in 2006-07 to ensure recommendations have been implemented and benefits realised.

PERFORMANCE REPORTING AND REVIEW

The success measures are used by South Wales Police and the Authority to influence the HMICs Baseline Assessment. The Baseline Assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – Excellent, Good, Fair or Poor – across a broad range of policing activities. This is accompanied by a judgment on the direction of travel from the financial years of 2004-05 and 2005-06.

In October 2006 the rating was as follows:

Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Fair	Improved
Customer Service and Accessibility	Fair	Declined
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Good	Stable
Investigating Crime		
Managing Critical Incidents and Major Crime	Good	Improved
Tackling Serious and Organised Criminality	Good	Stable
Volume Crime Investigation	Fair	Stable
Improving Forensic Performance	Fair	Stable
Criminal Justice Processes	Fair	Declined
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Stable
Protecting Vulnerable People	Fair	Stable
Providing Assistance		
Contact Management	Fair	Stable
Providing Specialist Operational Support	Fair	Stable
Strategic Roads Policing	Fair	Stable
Resource Use		
Human Resource Management	Fair	Stable
Training, Development and Organisational Learning	Fair	Improved
Race and Diversity	Good	Stable
Managing Financial and Physical Resources	Good	Declined
Information Management	Poor	Improved
National Intelligence Model	Fair	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Stable

The results from this table were used to influence the direction of South Wales Police and the Authority in terms of identifying in prioritising the action plan for 2007-08.

South Wales Police and the Authority is also subject to rigorous and independent reviews by the following groups:

- Welsh Audit Office – examining the context of this plan, accuracy of information and underlying processes developed to support it,
- Her Majesty's Inspectorate of Constabulary (HMIC) – checks that the Authority is enacting the Government's intentions,

- Internal Auditors - the Force operates its own review of the contribution which each BCU and department makes to the Authority's objectives, submitting regular performance reports through the 'Compstat' process.

As well as formal inspections South Wales Police and the Authority is also committed to asking YOU for your comments. Consultation informs us of the views of our communities about the service we provide and assists us in making informed decisions about our priorities. Consultation arrangements have developed considerably over the last five years and we now have a comprehensive consultation programme in place. This includes statutory user satisfaction surveys with victims of crime and non-statutory surveys with other service users.

During 2006-07 we asked the following groups of people for their views on the service received from the Force:

- Victims of violent crime,
- Victims of domestic burglary,
- Victims of vehicle crime,
- Victims of road traffic collisions,
- Victims of anti-social behaviour,
- The youth community,
- Victims of domestic abuse.



Following analysis of the data obtained from these surveys, recommendations were made to review and identify key drivers for the follow up service provided by South Wales Police. The data is also used in conjunction with the Quality of Service Commitment and Victims Code of practice to improve levels of satisfaction in contacting the police, follow-up contact and the quality of service received.

During 2007-08, as well as implementing recommendations from these surveys we will also continue to seek views of our customers on other aspects of our service.

In 2007-08 we are looking to consult with:

- Disabled persons,
- Victims of hate crime,
- Victims of domestic abuse from minority groups, and others.

The information obtained will help inform South Wales Police and the Authority on a variety of issues such as barriers to recruitment and methods to ensure service delivery is both customer-focused and improving.

South Wales Police and the Authority has also established a Citizen's Panel in conjunction with the Local Criminal Justice Board. Its main aim is developing our understanding of the needs of our communities. The panel comprises of approximately 1,500 members representing our communities. Further information on this or any other aspect of consultation can be obtained from the Chief Executive and Clerk of the Police Authority or by visiting our website. The Authority is also planning to undertake a series of consultation events with the public of South Wales during the next twelve months.

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A simple way to explain whether to phone 999 is shown below:

P hone 999 only if	O ffenders are nearby	L ife is at risk/road traffic injury	I njury is caused or threatened	C rime or disorder are in progress	E verything else phone our non emergency and routine contacts numbers below: 01656 655 555 02920 222 111 01792 456 999 101 (Cardiff)
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In An Emergency Dial 999